

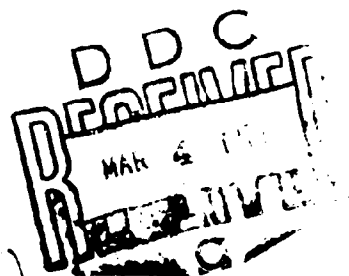


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**UNITED STATES AIR FORCE**  
**AIR UNIVERSITY**  
**AIR FORCE INSTITUTE OF TECHNOLOGY**  
**Wright-Patterson Air Force Base, Ohio**

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6 AN ANALYSIS OF FACTORS ASSOCIATED WITH  
THE JOB SATISFACTION AND CAREER INTENT  
OF AIR FORCE PERSONNEL WITH LESS THAN  
SIX YEARS OF SERVICE.

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AN ANALYSIS OF FACTORS ASSOCIATED WITH THE JOB  
SATISFACTION AND CAREER INTENT OF AIR FORCE  
PERSONNEL WITH LESS THAN SIX YEARS OF SERVICE

THESIS

Presented to the Faculty of the School of Engineering  
of the Air Force Institute of Technology  
Air University  
in Partial Fulfillment of the  
Requirements for the Degree of  
Master of Science

by

Roger M. Vrooman, B.S.

Capt

USAF

Graduate Operations Research

December 1976

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### Preface

This thesis is part of my efforts to fulfill the requirements for a degree in Operations Research from the Air Force Institute of Technology. There are several reasons for this research. First, those areas identified as being closely associated with job satisfaction and career intent may be of value to the management of the Air Force in determining new people policies. Second, the insights in this paper may be useful to lower level supervisors who are interested in their people and would like to see them stay on for a career in the Air Force. Last, it was necessary in order to graduate.

The results in this thesis are, for the most part, a direct result of generally accepted statistical procedures. When I have wandered away from strict mathematical interpretation, I have tried to identify these areas with "in the opinion of this author" and other such warnings. Since no one else has volunteered, I am forced to accept liability for any and all errors in this tome.

I would like to express my appreciation to Dr. Michael Stahl, my thesis advisor, who provided encouragement and a great deal of help in the completion of this project, and who scratched out all my attempts to inject humor into the subject of job satisfaction and career intent. I would also like to thank Drs. Charles McNichols and T. Roger Manley for their assistance and guidance in this endeavor.

GOR/SM/76D-13

Finally, I must express my deepest thanks to my wife, Judy, who helped type this manuscript and kept a stiff upper lip during the darkest hours of this program.

Roger M. Vrooman

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Abstract

This study determines the variables associated with the job satisfaction and career intent of Air Force personnel with less than six years of service. The source for the data is the Quality of Air Force Life survey conducted in June of 1975. The analysis techniques were zero order correlation, stepwise regression, the Automatic Interaction Detection (AID) algorithm, and canonical correlation.

The survey responses were analysed in terms of five groups: total sample, officers, rated officers, non-rated officers, and enlisted.

The factors most highly associated with job satisfaction and career intent are:

1. Job Challenge
2. Preparation to assume future positions of responsibility
3. Leadership/Supervision satisfaction
4. Personal Growth satisfaction
5. Personal Standing satisfaction

Job satisfaction appears to be more closely associated with job challenge and being prepared for future responsibility. Career intent is highly associated with growth opportunities, supervision, and personal standing. The factors associated with job satisfaction and career intent are essentially the same for all groups.

The author hypothesizes that career intent is a function of job satisfaction but job satisfaction is not a function of career intent.

AN ANALYSIS OF FACTORS ASSOCIATED WITH THE JOB  
SATISFACTION AND CAREER INTENT OF AIR FORCE  
PERSONNEL WITH LESS THAN SIX YEARS OF SERVICE

I. Introduction

In an all-volunteer system, adequate staffing of the armed forces depends upon the perceived attractiveness of military service as a work role. Such perceptions include views on working conditions in the service, levels of compensation, fringe benefits, and the like....(Bachman. 1973:1)

Background

Previous Research. Recent studies done in the Department of Systems Management, Air Force Institute of Technology (AFIT), indicate a steady decline in job satisfaction and career intent for non-rated personnel with less than four years of service and rated personnel with less than six years of service. Bartholomew, in a research work comparing the personal value systems of men and women officers in the USAF, noted that "...men and women officers with two-to-four years of service have very different value orientations. The result of these profiles is dissatisfaction with the Air Force and quite negative career intentions" (Bartholomew, 1973:143). A year later, Madia, also writing on personal value systems, recommended that AF Military Personnel Center conduct a concentrated study of the "satisfactions and dissatisfactions of officers with three to four years of service" (Madia, 1974:140).

Most Recent Research. In March, 1975, the Air Force Management Information Group (AFMIG) was established at the direction of the Air Force Chief of Staff. The directions given to the AFMIG were to "make a good service better: by examining the organization and management of the Air Force as they relate to or impact on the human resource" (Ellis, 1975).

In order to examine the feelings of Air Force personnel, a survey questionnaire was developed to be administered Air Force wide to personnel from E-1 to O-6 and from 0 to 32 years of service.

Inputs for the survey were taken from a cross section of Air Force personnel representing many skills, grades, ages, etc. The end result was the Quality of Air Force Life (QOAFLE) survey, a 150 question instrument covering both general and specific areas of Air Force life and including job satisfaction and career intent questions.

Neither Madia nor Bartholomew, mentioned above, surveyed a significant number of rated officers. Thompson, writing on job satisfaction, used data from the QOAFLE survey to analyse rated officers, non-rated officers, and enlisted personnel (Thompson, 1975:12).

Thompson's study of job satisfaction and career intent showed a steady decline in job satisfaction for non-rated officers and enlisted personnel with less than four years of service. This same decline existed for rated officers but the "bottoming out" of job satisfaction did not occur until



the five-to-six year point.

It is on the basis of the findings and recommendations of these authors that a study of the less than six year group is attempted.

### Purpose of the Study

The purpose of this study is to investigate those variables which are associated with and presumably influence perceived job satisfaction and career intent. This study is for descriptive purposes only and is not intended to prove or disprove any general hypotheses concerning job satisfaction or career intent.

### Problem Statement

Given the QOAFPL data, what are the variables associated with perceived job satisfaction and career intent of Air Force personnel with less than six years of service?

### Definitions

The following definitions will apply to this research.

Job Satisfaction - a measure of an individual's perception of how well his expected needs are met by his job and its related environment (Thompson, 1975:12).

Career Intent - a measure of an individual's willingness to remain on active duty until eligible for retirement.

### The Survey

As mentioned earlier, the QOAFPL survey was composed of 150 questions covering demographics, quality of life, general and specific information, job satisfaction, and career intent.

The demographics are comprised of the first seventeen questions and include career intent. (Refer to Appendix A for a copy of the survey instrument.)

The Quality of Air Force Life Indicators (QOAFLI) covered nine separate areas and are defined as follows:

ECONOMIC STANDARD: Satisfaction of basic human needs such as food, shelter, clothing; the ability to maintain an acceptable standard of living.

ECONOMIC SECURITY: Guaranteed employment; retirement benefits; insurance; protection of self and family.

FREE TIME: Amount, use, and scheduling of free time alone or in voluntary association with others; variety of activities engaged in.

WORK: Doing work that is personally meaningful and important; pride in your work; job satisfaction; recognition for my efforts and my accomplishments on the job.

LEADERSHIP/SUPERVISION: Has my interests and that of the Air Force at heart; approachable and helpful rather than critical; good knowledge of the job.

EQUITY: Equal opportunity in the Air Force; a fair chance at promotions; an even break in my job/assignment selections.

PERSONAL GROWTH: To be able to develop individual capacities; education/training; making full use of my abilities; the chance to further my potential.

PERSONAL STANDING: To be treated with respect; prestige; dignity; reputation; status.

HEALTH: Physical and mental well-being of self and dependents; having illnesses and ailments detected, diagnosed, treated and cured; quality and quantity of health care services provided.

(Quoted from the QOAFLI survey, Appendix A.)

Each QOAFLI had a question relating to the importance

of the QOAFLI and a question relating to the satisfaction with the QOAFLI. The questions had a seven point scale ranging from Low Importance or High Dissatisfaction to High Importance or High Satisfaction.

The job satisfaction questions are numbered 65 through 68 and are a modification of Hoppock's four part job satisfaction blank (Hoppock, 1935). Responses to each of the four questions have a value from 1 to 7. When the responses are totaled for the four questions, the overall job satisfaction scores ranged from 4, indicating minimum job satisfaction, to 28, indicating maximum job satisfaction. These responses were reordered in the tabulation of job satisfaction.

#### The Sample

The sample for this effort is composed of a subset of the 10,996 responses to the QOAFI survey and consists of personnel who indicated less than six years of Total Active Federal Military Service (TAFMS).

The sample consists of 4218 responses from officer and enlisted personnel. The officer sample included pilots, navigators, flight surgeons, and non-rated officers.

#### Assumptions

The first assumption is that the survey itself is valid. This assumption will be checked by comparing the responses to this survey with other surveys which are proven valid.

Second, it is assumed that the responses are themselves valid. The survey was administered to groups with partici-

pation not necessarily on a voluntary basis. This method of administering a survey has both good and bad points. When the response to a survey is strictly voluntary, the risk is run that the only responses will be from those individuals who have an "axe to grind". When participation is semi-voluntary there should be a mixture of respondents who filled out the survey to the best of their ability, those who approached the survey in a lackadaisical manner, and those who put down sheer garbage to "get even" with the Air Force. An attempt, which will be described in Chapter III, was made to edit out those responses which were obviously invalid. It is hoped that the editing, coupled with the large sample size, has provided good data which is representative of the Air Force population with less than six years of service.

Finally, it is assumed that the modification of Hoppock's job satisfaction blank did not affect its validity in measuring job satisfaction. The changes made were minor and done only to adapt the blank to the military. Hoppock's measure has been in use for over forty years and has been validated previously so this assumption should be sound (Manley, et. al., 1976).

### Limitations

The primary limitation in a survey is the survey itself. Only the questions asked can be answered and only the answers provided can be used to express an individual's feelings about a subject.

Also, some individuals may have answered giving responses

which demonstrated what they would like to do, not what they would do, given a certain set of circumstances.

In taking the survey, all respondents were guaranteed anonymity. This negated any possibility of follow-up but probably provided a higher quality of input when the fear of reprisal is lessened.

### Summary

Madia, Bartholomew, and Thompson all noted the drop in job satisfaction for personnel with less than six years of TAFMS. Since the group with less than six years of service is usually made up of those individuals who are completing their initial commitment to the Air Force, it would seem to be a good idea to determine those factors which are associated with career intent and job satisfaction.

By determining the factors which are associated with, and presumably influence, career intent and job satisfaction, it may be possible for Air Force planners to adjust certain policies so that greater numbers of individuals decide to continue for a career.

To lay the groundwork for this thesis, definitions of job satisfaction and career intent have been given. Background material on the development of the Quality of Air Force Life survey have been discussed, and information provided on the sample, the assumptions made, and the limitations inherent in this effort.

## II. Job Satisfaction and Career Intent

### Introduction

This chapter will be a review of what several other researchers have found to be of importance when writing on job satisfaction and career intent. Findings of related factors will be given, and, where possible, a comparison to the QOAFI survey will be attempted.

The majority of researchers who have looked into the length of time that an employee remains with a firm do so with a very definite measure; either an employee is still with a firm or he isn't. Thus, the works of the behavioral science world talk in terms of turnover and job tenure. The QOAFI data, because of the guarantee of anonymity, speaks in terms of career intent. For purposes of this study, it is assumed that the career intent question in the QOAFI survey will also measure future job tenure to a satisfactory degree. This assumption will be explored later in this chapter.

When speaking of job satisfaction, the literature offers a myriad of job satisfaction theories. Some of the theories are Herzberg's Two Factor Theory, Maslow's Hierarchy of Needs, Vroom's Valence/Expectation approach, and many more. It is the opinion of this author that job satisfaction is a function of many variables. Some of the variables involve the skill of the worker and the skills required of the worker, the environment of the job and the relationships with subordinates, peers, and superiors, the pay and promotions, and

many other factors. The definition of job satisfaction given earlier ties directly into the variables mentioned. If a person perceives that his social/work group meets his personal requirements, that his abilities are adequate to do what he perceives as a good job, etc., then his job satisfaction should be good.

#### Factors Associated with Job Satisfaction and Career Intent

Many of the factors that are probably associated with a person's intention to remain with the Air Force are not measured in the QOAFI survey. These factors include the conditions in the labor market, the general state of the economy, how much the spouse supports the idea of an Air Force career, etc.

Undoubtedly, many factors associated with job satisfaction are not measured either. The factors not measured will be a source of unexplained variance when job satisfaction and career intent are analysed. The conclusions of this research effort will include comments on unexplained variation.

Many of the research works on turnover or job tenure also involve job satisfaction. The determinants of both seem to be highly intercorrelated. Some of the more important factors are discussed here.

Pay and Promotions. Porter and Steers, in a review of employee turnover, found that "a multiplicity of organizational, work, and personal factors can be associated with the decision to withdraw" (Porter and Steers, 1973:167). Among the

factors reviewed were pay, promotions, organizational size, and immediate work factors.

In the area of pay and promotions, the findings suggested that not only were the size of pay raises and rapidity of promotions significantly related to turnover, but that the expectations of pay raises and promotions were also highly related. The findings also showed that the level of job satisfaction was significantly related to turnover. In another study by Hulin, a Canadian firm was able to experience greatly reduced turnover and increased job satisfaction among its employees by simply standardizing and advertising its pay and promotions plan (Hulin, 1968:123).

In an article on ways to reduce turnover, Gordon offered four factors as major causes of turnover. These factors are selection (of personnel to be employed), supervision, job structure, and compensation (Gordon, 1974:141). In the area of compensation, two critical points were noted:

1. Pay must be equitable
2. Pay must be competitive

The article mentions that pay does not have to be exactly the same across all firms employing a particular skill (e.g., a jet mechanic in SAC versus a jet mechanic working for United Airlines) but that mitigating factors could make the pay scales equally attractive. While Gordon feels that a fair and competitive compensation program is the basic element in reducing turnover, he cautions that selection, job structure, and supervision cannot be neglected and the



whole of the retention program carried by compensation.

Questions 19, 21, 29, and 110 (Appendix A) all deal with the compensation/pay program and promotions. The responses, by group, to these questions, are contained in Appendices B-F.

While the expectations of pay raises and promotions is not directly addressed in the QOAFI survey, this author feels that future surveys should address this question, given the imposed "pay cap" of the last two federal pay raises and the proposed Defense Officer Promotion Management Act (DOPMA) legislation as related to promotions. In considering Gordon's caution against letting the compensation program carry the brunt of the retention effort, a cursory review of the new pay charts (Air Force Times, 11 Oct 76, p.3) squelched this concern.

Work Environment. The immediate work environment also has an affect on job tenure. Porter and Steers cited several studies which showed significant relationships between turnover and supervisory style.

Employees who received recognition for their accomplishments and feedback from their supervisors were more apt to participate and become involved with their jobs and the related work environment. With respect to the managers and supervisors involved, it was found that supervisors with less than five years experience had significantly higher turnover among their subordinates (Porter and Steers, 1973:158-159).

Questions 78-83 of the QOAFI survey are directly related

to the immediate work environment in the areas of leadership and supervision. Question 69 deals indirectly with the supervisory function.

Biographical Variables. Waters, et. al., analysed employee estimates of future tenure (career intent), job satisfaction and biographical variables and used these estimates to predict termination. The estimate of future tenure used in the survey was quite similar to the career intent question from the QOAFIL survey.

The results showed that the intent to remain was highly correlated with the satisfaction with work and promotions, and with age, job grade, and company tenure (Waters, et. al., 1976:59). The high correlations between the intent to remain with a company and age, job grade, and company tenure seem plausible at face value; the longer an employee is with a firm the older he gets, the higher his job grade should be, and, assuming that past performance is a predictor of future performance, the more likely the employee will remain with the firm. These results were partially borne out in Thompson's assessment that career intent was uniformly quite high for personnel in the Air Force with more than seven years of service (Thompson, 1975:112).

Schuh, in his review of job tenure studies, also noted a relationship between job tenure and biographical variables. He cautioned, however, that the biographical relationships vary over time and from job to job and between one group of employees and the next (Schuh, 1967:145-146).

Expressed Job Intent. Waters, et. al., also found that expressions of intent to remain with a company and expressions of intent to leave a company were outstanding predictors of future tenure. In a survey of 152 clerical workers, of the 59 respondents who indicated strong intentions of remaining with the company indefinitely, 46 (78%) were still employed two years later. Additionally, of the 21 who indicated they would definitely leave the company, 16 (76%) had left at the end of two years (Waters, et. al., 1976:60).

In another study, Air Force researchers also found expressions of intent to remain to be a good predictor of future tenure. An analysis of first term airmen (N=54,803), conducted between 1966 and 1971, showed that of the 2266 respondents expressing strong intent to reenlist, 1369 (60.4%) actually did reenlist. Of the 21,876 expressing strong intentions of separating, 20,251 (92.6%) did separate from the service (Alley and Gould, 1975:10).

The figures just cited were averages from a group of enlisted personnel in the first four years of service. As the personnel surveyed got closer to the reenlistment time, the percentages of reenlistment or separation became larger. For those personnel in the fourth year of service, the ones who definitely planned to reenlist did so 75.9% of the time while those who planned to separate did so 95.9% of the time (Alley and Gould, 1975:10).

In another Air Force study of expressed career intent, this one concerning junior officers with less than seven

years of service, the plans to stay for a career or leave at the earliest opportunity were excellent predictors of future actions. A total of 4006 rated and non-rated officers were surveyed with a career intent question which is the same as used in the QOAFI survey. Of the 1401 respondents who indicated they would definitely make the Air Force a career, 1248 (89%) were still on active duty in 1971. Of the 395 respondents who indicated they would definitely leave the service, 365 (93%) actually did so. These findings prompted the authors of the study to conclude that "the hypothesis that an individual is fairly consistent in his expressed career intent and his actual career decision" was substantiated (Shenk and Wilbourn, 1971:2).

Based on the three studies just reviewed, it does appear that expressed career intent is a very good predictor of future tenure. However, one must keep in mind, in the QOAFI data, expressed career intent covers a period from a minimum of fourteen years to twenty years. (The amount of time needed for all personnel with less than six years of service to reach the twenty year retirement point.) Based on the knowledge that the short run predictor is good, one may hope that the intent extrapolates over an Air Force career.

Expectations. In the results of a research project concerning United States Military Academy cadets, it was found that realistic expectations as concerns the job were significant in reducing voluntary termination. A control group of newly nominated cadets were provided with a pamphlet outlining some of the unpleasantness and exertion required of an

individual who accepts an appointment to a military academy. The control group who received the pamphlet were hypothesized to be more informed, and presumably more able to deal with the fate that awaited them. The hypothesis that candid information as to what to expect would lead to reduced voluntary resignation was supported. It was interesting to note that the same percentage of new cadets who were forewarned and cadets without prior information reported for duty. To this author, this indicates that information about the realities of a job do not diminish your desire to perform the job, it merely lessens the chance of being disappointed and quitting (Ilgen and Seely, 1974:452-456).

While the QOAFI survey did not contain questions which could measure the relationship of what was expected versus what was experienced, this author feels that it is reasonable to say that Air Force advertising only accentuates the positive side of Air Force life while downplaying or ignoring the negative side. This could possibly lead to young people entering the Air Force with "pie in the sky" notions only to be gravely disappointed.

If unfulfilled expectations do play a role in retention, this might well be a factor in the declining career intent and job satisfaction of the less than six year group. As one progresses in the Air Force, he finds that things are not what the recruiter, etc., promised, the expectations are not met, and a drop in satisfaction and intent results.

#### Testing Relationships

Vroom advanced the thought that the more satisfied a

worker the less likely the worker will leave a job (Vroom, 1964:175). Brayfield and Crockett found that higher job satisfaction lowered the turnover rate and decreased absenteeism (Brayfield and Crockett, 1955:409).

To test the contention that satisfied workers are more likely to stay with an employer, Vroom suggested the two methods listed:

1. By determining if the same conditions are associated with measures of turnover as are associated with measures of satisfaction.
2. By determining if measures of satisfaction are related to measures of turnover.  
(Vroom, 1964:175-178)

Vroom suggests the method of relating the measures of satisfaction and turnover to be more meaningful and appropriate.

### Summary

This chapter has outlined several factors which are usually related to job satisfaction and job tenure. Definite relationships between job satisfaction and the intent to remain with an employer have been established by other researchers. Some of the more meaningful measures have been those concerning pay and promotions, the affect of leadership and the supervisory influence, and certain biographical items.

### III. Methodology

The purpose of this chapter is to explain the analytic methods by which job satisfaction and career intent are to be analysed. Four different methods will be used. First, correlation studies will be made to select the questions to be used further in the analysis and to study the correlations themselves. Second, regression will be done with job satisfaction and career intent as dependent variables. Using the variables most highly correlated with job satisfaction and career intent, regression should provide insights into the components of job satisfaction and career intent, as well as the relative contribution of each of the components. Third, the Automatic Interaction Detection (AID) algorithm will be run using both job satisfaction and career intent as the dependent variable. The independent variables will again be those questions most highly correlated with job satisfaction and career intent. The AID output should provide visual displays of how those groups with high job satisfaction or career intent view various aspects of Air Force life and how groups with low satisfaction or intent view those same aspects. Last, canonical correlation will be performed using job satisfaction and career intent as the dependent set of questions. Once again, the same highly correlated questions mentioned earlier will be the independent set of questions. Hopefully, canonical correlation will reveal the amount of shared variance between job satisfaction and career intent and the relative importance of each of the

predictor questions in determining the shared variance.

#### Quality Control

Before any analysis was performed, a manual review of 10% (418) of the inputs was made. This review was made to determine if any visible trends were apparent. The following areas were checked:

1. Any discernible pattern of responses, e.g., All A responses, all B responses, etc.
2. Large amount of missing data
3. Any pattern of responses which did not appear proper (a purely subjective criterion).

Fewer than 2% of the input data could be rejected using the above criteria. Based on this, the input data were accepted as valid to the extent that no gross inconsistencies or patterns were apparent.

Another quality control check was accomplished to insure that responses were grouped correctly. The 4218 responses which make up the sample of the less than six year group can be thought of as several subsets. First, all are military in the first term of duty. Second, there exists two distinct groups; officer and enlisted. In the officer group the sample can be further broken down into a rated component and a non-rated component. To be eligible for classification into any of the subsets just mentioned, the following edit rule must be satisfied: The grade question and the aeronautical rating question (questions 3 and 17, Appendix A) must be compatible. Example: To be considered in the



enlisted subset, the grade question must have a response indicating an enlisted grade (responses H through P) and an aeronautical rating response indicating enlisted status (response A). Similar edits were applied to the officer group and the breakdown into rated and non-rated status.

Applying these edit rules reduced the sample size to 3930 (93.17% usable) from the original 4218. The composition of the sample is as follows:

Enlisted	2701
Officer	<u>1229</u>
	3930

with the officer population broken down as indicated:

Rated Officer	516
Pilots	337
Navigators	117
Flight Surgeons	62
Non-Rated Officer	<u>713</u>
	1229

#### Groupings for Analysis

All analysis performed will be done on each of the five groupings:

- Group 1 - all personnel
- Group 2 - all officer personnel
- Group 3 - all rated officer personnel
- Group 4 - all non-rated officer personnel
- Group 5 - all enlisted personnel

#### The Analysis Plan

The First Look. Before using any relationship explaining techniques, a preview of the data was obtained using the Statistical Package for the Social Sciences (SPSS) FREQUENCIES

software routine (Nie, et. al., 1975:194-201). The routine provides mean, median, mode, range, standard deviation and variance, standard error, skewness and kurtosis, the sum of all responses, and the number of responses per category. The results of these statistics were used to determine the distribution of the responses and to check for any significant deviations in responses from one group to another.

Selected questions and responses, broken down into the five groups, are contained in Appendices B-F.

Correlation Analysis. As stated, one of the objectives of this effort is to determine which variables are "associated with, and presumably influence, job satisfaction and career intent." Remembering that, the following definition of correlation is provided:

Correlation - a measure of the degree of association among variables (Balsley, 1970:170).

The type of correlation used in this research is the Pearson Product Moment (zero order) correlation. The correlation will be symbolized by the letter  $r$ .

The value of  $r$  varies between  $-1$  and  $+1$ . A value of  $-1$  indicates perfect negative correlation and a value of  $+1$  indicates perfect positive correlation. A value of zero indicates no correlation. If there is perfect correlation, this means that, knowing the value of one of the variables, one may predict the value of the other variable with 100% confidence. If the correlation is positive, it means that both variables move in the same direction, i.e., both get smaller or larger, and vice versa for negative correlation.

It was mentioned that presumably one variable influences another. When using correlation one cannot be sure whether A causes B or B causes A or whether another factor, C, causes both A and B. Correlation can show that one variable is highly related to another but cannot show causality.

Regression. Stepwise regression was selected as the regression method to be used for this research. Stepwise regression is basically a forward selection process with hindsight thrown in. The process begins by selecting the independent variable that is most highly correlated with the dependent variable. Next, the partial correlations of all remaining variables are examined, and the independent variable with the highest partial correlation is entered into the regression equation. The regression equation is then examined, through the use of an "F" test, to determine if all the variables incorporated into the equation are still significant. If one or more variables are no longer significant, they are removed from the equation. The "looking back" procedure is what separates stepwise regression from the forward selection procedure (Draper and Smith, 1966:171-172).

The procedure of selecting a new independent variable, entering that independent variable into the regression equation, and then reexamining the regression equation for significance, is continued until some predetermined criterion is met. The criterion may be a predetermined number of independent variables, or a given "F" value. In this research

a predetermined F value of 3.84 (significance at the .05 level) will be used to terminate the stepwise regression. In the event stepwise regression selects more than five variables to be included in the regression equation, a guideline will be developed to limit the number of variables. One possible guideline would be one based on the marginal increase in  $R^2$  for the addition of another variable.

The use of regression analysis requires that some assumptions be made. These assumptions are:

1. The error terms are independent
2. The error terms are distributed normally with mean 0 and variance  $\sigma^2$ .

(error terms, or residuals, are defined as the difference between the observed dependent variable and the predicted dependent variable)  
(Draper and Smith, 1966:86)

The above assumptions will be checked for all regressions. The Von Neumann Ratio test will be used to check the independence assumption and calculation of the mean, variance, kurtosis and skewness of the residuals to check the distribution assumption (Theil, 1971:186-187).

While the prediction of job satisfaction and career intent is not of great importance in this thesis, the selection of the variables to predict job satisfaction and career intent, the importance of these variables with relation to each other, and the amount of variation explained by using these variables, is of importance.

It is possible to determine how important one variable

is, in relation to another variable, by the use of beta weights. This is especially important when one is explaining a dependent variable in terms of other variables which may not use the same units of measurement. Beta weights may be standardized and compared to each other through the use of the following formula:

$$\underline{B}_{yx} = B_{yx} \frac{S_x}{S_y} \quad (1)$$

where  $\underline{B}_{yx}$  is the beta weight,  $B_{yx}$  is the regression coefficient, and  $S_x$  and  $S_y$  are the standard deviations of X and Y (Nie, et. al., 1975:325).

The amount of variation explained in a regression equation is given by the square of the multiple correlation coefficient,  $R^2$ . The square of the multiple correlation coefficient is defined as follows:

$$R^2 = \frac{\text{variation in Y explained by the combined linear influence of the independent variables}}{\text{total variation in Y}} \quad (2)$$

If  $R^2$  is high, presumably the variation in the dependent variable has been explained satisfactorily; if  $R^2$  is low, either the variation has not been explained satisfactorily or there are outside factors which are not addressed by the independent variables.

Automatic Interaction Detection Algorithm. The AID algorithm was selected for use in this research for the following reasons:

1. AID requires no stringent assumptions (Scoville, 1976:29)
2. Output from AID presents a pleasing and easily understood structure

3. AID answers the question as to which variables are associated with job satisfaction and career intent

AID is a relatively new tool in multivariate analysis. However, the procedure used in AID is that of Analysis of Variance (ANOVA), which is a widely used technique for explaining variation.

Scoville, writing on Herzberg's Two Factor Theory, offered one of the better short explanations of how AID works:

In this procedure, the variation of one specified variable, the criterion, is "explained" in terms of other variables, the predictors. "Explanation" is accomplished through a sequence of two way splits. In each case, the split is done on that predictor that maximizes the between sum of squares (BSS) in terms of the criterion variables where BSS is equal to the sum of all squared differences between each subgroup average and the overall average. Since the within group sum of squares (WSS) for the criterion, i.e., sum of squared differences from the mean for the criterion scores remains constant and  $R^2$  equals BSS divided by WSS, this process also maximizes  $R^2$ . For each split in this process, a cumulative level of significance is calculated using an "F" test. In this manner, the variation of the criterion is explained by those predictors that are statistically significant (Scoville, 1976:28).

In AID, certain input parameters are specified. The primary input parameters are the percentage of the original total sum of squares that must be contained in a group if that group is to be a candidate for splitting, the amount of unexplained sum of squares that a given group must contain, and the minimum number of observations in a subgroup. Figure 1 shows the basics of the logic of the AID algorithm.

# LOGIC OF AID ALGORITHM

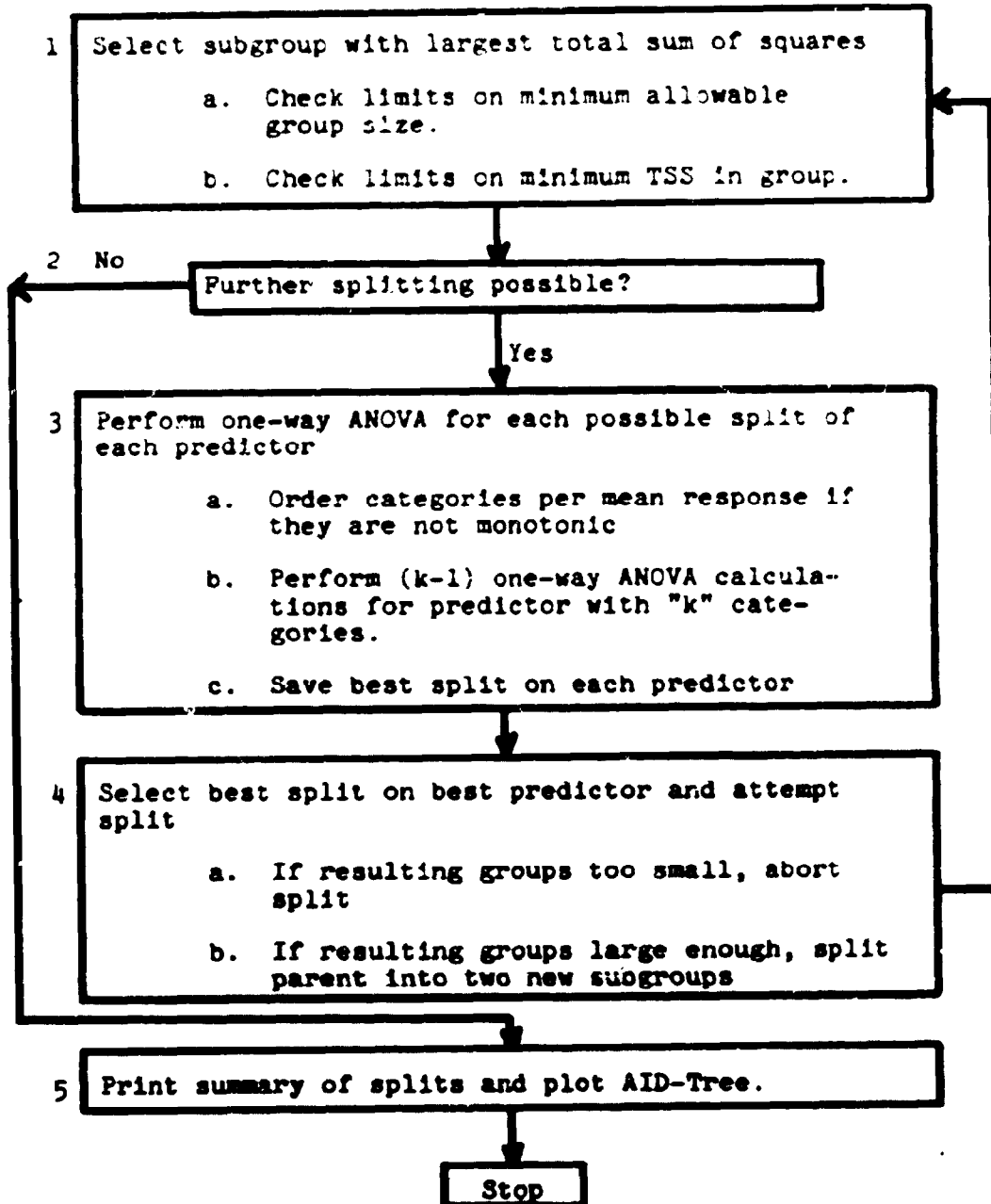


Figure 1. AID Algorithm  
(Gooch, 1972:64)

Canonical Correlation. Each of the procedures just explained (zero order correlation, regression, and .ID), uses one variable as a dependent variable and attempts to explain that variable in terms of a set of one or more independent variables. Canonical correlation takes a set of dependent variables and a set of independent variables and attempts to explain the relationships between the two sets of variables.

The following is quoted from SPSS:

Canonical correlation takes as its basic input two sets of variables, each of which can be given theoretical meaning as a set. The basic strategy of canonical correlation analysis is to derive a linear combination from each of the sets of variables in such a way that the correlation between the two linear combinations is maximized. Many such pairs of linear combinations may be derived. These canonical variates, as they are known, are essentially equivalent to the principal components produced by principal-component analysis, with the exception that the criterion for their selection has been altered. Whereas both techniques produce linear combinations of the original variables, canonical correlation does so not with the object of accounting for as much variance as possible within one set of variables, but with the aim of accounting for a maximum of the relationship between two sets of variables (Nie, et. al., 1975:517).

The first pair of canonical variates is determined such that it accounts for the maximum amount of relationship between the two sets of variables. The second pair of canonical variates is then selected to account for the maximum amount of relationship not accounted for by the first set, and so forth (Nie, et. al., 1975:517).

Canonical correlation results in two types of information; the canonical variates and the canonical correlation between



the variates. These variates are composed of coefficients which indicate the relative importance of each of the original variables. The amount of correlation between the corresponding pairs of canonical variates is the canonical correlation. The square of the canonical correlation, or eigenvalue, shows the amount of variance in one canonical variate which is accounted for by the other variate (Nie, et. al., 1975:517).

Other calculations which are meaningful are the loadings of the canonical variates. The loadings are found by the matrix multiplication of the transpose of the vector of canonical variates times the zero order correlation matrix of the appropriate set of variables. Examination of the loadings should provide insight into the importance of each variable being analysed and will reduce the problems of multicollinearity in either of the variables.

Hardware and Software. The Control Data Corporation model 6600 computer will be the exclusive hardware used in this analysis.

Software used will be version 6.5 of SPSS, OMNITAB, and the University of Texas version of AID as adapted from the Air Force Human Resources Lab.

SPSS routines used will be:

1. FREQUENCIES
2. PEARSON CORR
3. REGRESSION
4. CANCORR
5. BREAKDOWN
6. CROSSTABS

Selection of Variables. Selection of variables to be used in the analysis will be accomplished by simple correlation

of the career intent question and the job satisfaction scores with the questions in the QOAFI survey. However, because the wording and responses of some questions are not readily amenable to statistical analysis, certain transformations or reordering of responses will be made. A list of questions to be transformed is as follows

1. Career Intent - Question 11  
Ordering of responses will be reversed.
2. Job Challenge - Question 62  
Question will be split into two separate questions. Question 62A will be worded "I do (do not) want a challenging job." Questions 62B will add responses F-J to the appropriate responses A-E.
3. Job Satisfaction - Questions 65 and 68  
Ordering of responses will be reversed.
4. Leadership Quality - Question 79  
Ordering of responses A-E will be reversed.  
Response F (no opinion) will be treated as missing data.
5. Supervisor Influence - Question 80  
Same as question 79.
6. Discipline - Question 83  
Response F (no opinion) will be treated as missing data.
7. Job Satisfaction - Designated as Question 151  
Questions 65 through 68 will be summed to provide a job satisfaction score. The job satisfaction score will be treated in all analysis as question number 151.

The intent of the reorderings and manipulations is to present all questions with responses ranging from low satisfaction, discontent, etc., to high satisfaction, very content, etc. Further transformations will be made from alphabetic responses to numeric responses. The transformations are of the form A=1, B=2, C=3, ....

In considering questions for inclusion in the analysis those cases which have one or more responses to the survey missing will be deleted from further analysis. Example: A person answering the survey indicates "no opinion" as the response to question 79. The response "no opinion" is to be treated as missing data and that entire survey response will be deleted from consideration. Additionally, a case will be deleted from the analysis if one question is not answered or if the optical scanning equipment fails to read the answer.

This procedure, when using SPSS, is termed "Listwise Deletion" (Nie, et. al. 1975:283). The number of valid responses may be reduced considerably but the accuracy of the remaining responses is considered to be worth the reduction.

The following guidelines will be used in the variable selection:

1. Question responses must be ordinal
2. No two questions may appear to measure the same thing
3. All QOAFI indicators (Free Time satisfaction, Personal Standing satisfaction, etc) are to be initially included in the analysis.
4. Correlations must make sense.
5. Correlations of questions selected for further analysis must be relatively higher than questions not selected, given that 1-4 above are satisfied.

### Summary

This chapter has outlined the essence of the analytic procedures to be used and has provided a brief description of each procedure. Simple correlation, the Automatic Interac-

tion Detection (AID) algorithm, stepwise regression, and canonical correlation will be used to identify those factors associated with job satisfaction and career intent. A short set of guidelines to be used in selecting questions for further analysis was also presented.

#### IV. Analysis Results

##### Questions Selected for Analysis

The questions shown in Table I have been selected for further analysis because of their high correlations with job satisfaction and/or career intent. These questions conform to the guidelines established in Chapter III.

Table I.  
Questions Selected for Further Analysis

Question No.	Subject
19	Economic Standard Satisfaction
21	Economic Security Satisfaction
37	Free Time Satisfaction
61	Work. Satisfaction
62	Job Challenge
63	Future Responsibility
64	Greater Responsibility
78	Leadership/Supervision Satisfaction
79	Leadership Quality
80	Supervisor Influence
81	Job Freedom
82	Supervisor Recognition
83	Discipline
110	Equity Satisfaction
123	Personal Growth Satisfaction
131	Personal Standing Satisfaction
150	Health Satisfaction

Question 62A (I do (do not) want a challenging job) was found not to be significant and was deleted from further analysis. Question 62B was found to be significant and will be retained. Question 62B will be referred to as question 62 (Job Challenge).

### Correlation Analysis

The correlation matrices for the 17 questions selected for analysis and the dependent questions of job satisfaction and career intent are shown in Tables II-VI.

The correlation of job satisfaction (question 151) and career intent (question 11) was high for all groups. The rated officer group correlation was the highest at .498 and the enlisted group the lowest at .357. Considering the other research cited previously, this result is not surprising.

The Work QOAFI (question 61) showed high correlations with both job satisfaction and career intent. The work related questions (62-64) and the Personal Growth QOAFI (question 123) and the Personal Standing QOAFI (question 131) also showed high correlation with job satisfaction and career intent. The leadership and supervision questions (78-83) were next but the pay questions (Economic Standard and Security, questions 19 and 21) were relatively low in their correlations. The non-rated officer group had a very pronounced feeling for the quality of leadership (question 79). The correlation with career intent was .421 versus .255 for the rated officer group and .302 for the enlisted group. The correlation of quality of leadership with job satis-

Table II. Correlation Matrix of Job Satisfaction and Career Intent with 17 Predictors. (Total Population)

Ques. #	19	21	37	61	62	63	64	78	79	80	81	82	83	110	123	131	150	11
151	225	234	245	727	742	635	-056	397	346	318	363	305	147	295	462	398	180	401
19	385	295	251	212	206	067	067	284	261	154	214	162	192	291	300	360	224	212
21		270	274	177	219	-001	296	246	246	138	210	139	085	323	291	276	275	175
37			322	146	174	024	292	105	175	290	194	130	272	307	300	218	158	158
61				605	537	-018	458	365	333	396	312	127	362	514	456	240	365	365
62					604	-093	321	289	266	266	271	128	232	385	335	144	306	306
63						-052	345	308	266	286	271	123	282	386	329	156	308	308
64							004	030	-014	016	032	174	-009	-004	039	008	142	142
78								477	485	427	389	096	372	397	407	238	281	281
79									344	303	254	122	355	324	348	216	340	340
80										386	452	060	252	254	286	145	203	203
81											414	154	281	319	339	193	197	197
82												108	225	260	298	126	182	182
83													103	122	186	025	248	248
110														392	417	266	244	244
123															507	276	338	338
131																292	319	319
150																	101	101

Note: 1. Decimals are omitted

2. d.f. = 3202

3.  $r = .035$  for  $p = .05$

4.  $r = .041$  for  $p = .01$

Table III. Correlation of Job Satisfaction and Career Intent with 17 Predictors (Officers)

Ques.	19	21	37	61	62	63	64	78	79	80	81	82	83	110	123	131	150	11
151	116	234	141	811	747	604	051	446	377	329	355	302	021	275	564	389	145	437
19		337	221	151	087	094	-010	219	158	132	198	157	085	211	234	256	148	155
21			216	285	190	214	035	250	199	144	260	182	046	312	285	284	257	089
37				213	013	113	063	243	181	125	266	192	115	165	215	251	189	094
61					666	581	069	499	410	336	397	350	046	313	620	473	153	406
62						599	-047	352	310	264	262	209	001	216	469	287	086	304
63							-018	376	351	218	293	210	029	291	460	321	087	307
64								026	031	015	019	094	140	-017	048	047	-013	170
78									530	576	456	449	039	364	444	423	224	280
79										335	328	260	065	348	380	356	161	355
80											376	446	-031	227	292	265	083	208
81												419	081	267	354	411	200	214
82													052	194	310	340	125	208
83														033	060	073	-053	204
110															372	383	223	185
123																511	187	394
131																	272	258
150																		-005

Note: 1. Decimals are omitted  
2. d.f. = 1095  
3.  $r = .059$  for  $p = .05$   
4.  $r = .070$  for  $p = .01$



Table IV. Correlation Matrix of Job Satisfaction and Career Intent with 17 Predictors. (Rated Officers)

Ques. #	19	21	37	61	62	63	64	78	79	80	81	82	83	110	123	131	150	11
151	094	230	240	792	726	631	092	424	349	300	363	362	055	357	532	469	117	498
19		411	229	195	086	093	019	201	105	084	146	140	050	249	230	287	222	076
21			263	290	178	166	063	273	198	160	230	218	032	298	311	307	311	084
37				262	122	177	088	322	226	116	249	190	064	188	258	255	200	138
61					632	574	118	497	386	294	366	390	023	373	598	514	153	399
62						572	-038	343	308	249	291	243	008	325	424	374	096	336
63							009	343	341	173	284	225	-033	360	435	366	062	353
64								028	-014	-026	086	138	182	031	056	054	031	184
78									569	491	438	375	061	421	412	419	270	250
79										324	337	208	051	350	354	334	154	255
80											332	357	028	224	244	215	095	226
81												395	116	185	303	380	111	222
82													107	174	300	334	098	229
83														010	020	032	-050	221
110															429	372	234	160
123																527	191	315
131																	244	194
150																		001

Note: 1. Decimals are omitted  
2. d.f. = 453  
3.  $r = .092$  for  $p = .05$   
4.  $r = .109$  for  $p = .01$

Table V. Correlation Matrix of Job Satisfaction and Career Intent with 17 Predictors. (Non-Rated Officers)

Ques.	19	21	37	61	62	63	64	78	79	80	81	82	83	110	123	131	150	11
151	116	257	108	820	751	590	021	454	401	333	364	270	020	235	591	350	175	396
19		298	230	115	076	091	-032	225	192	153	234	165	115	189	237	237	101	196
21			174	295	214	251	020	243	201	144	277	164	047	320	269	270	215	101
37				200	-031	077	052	203	152	146	275	200	135	145	188	251	176	080
61					679	583	033	497	428	352	423	326	073	279	638	451	161	404
62						617	-061	351	316	261	255	188	013	158	501	241	090	277
63							-038	395	358	242	301	199	075	245	477	292	109	276
64								022	062	035	-023	066	118	-050	043	043	-043	158
78									505	622	472	491	034	329	464	426	198	293
79										344	323	292	076	347	398	371	167	421
80											407	494	-056	234	322	297	082	192
81												435	056	323	388	431	262	214
82													023	208	317	344	145	194
83														045	086	100	-061	205
110															333	392	215	205
123																501	185	443
131																	293	300
150																		-003

Note: 1. Decimals are omitted  
2. d.f. = 639  
3.  $r = .078$  for  $p = .05$   
4.  $r = .092$  for  $p = .01$

Table VI. Correlation Matrix of Job Satisfaction and Career Intent with 17 Predictors. (Enlisted)

Ques. #	19	21	37	61	62	63	64	78	79	80	81	82	83	110	123	131	150	11
151	209	243	283	683	728	632	-164	361	304	299	353	285	162	284	405	371	194	357
19		451	325	264	166	172	-034	294	244	130	193	113	161	296	320	330	265	173
21			298	274	185	234	-008	323	278	139	190	125	109	335	297	289	284	229
37				367	193	190	-011	312	191	192	296	186	126	317	347	313	230	179
61					569	504	-094	430	327	322	386	281	137	373	455	435	279	327
62						577	-218	289	234	245	248	265	123	209	334	302	169	263
63							-151	315	251	269	265	269	114	254	339	287	186	272
64								-041	-036	-062	-020	-038	128	-051	-055	-047	006	075
78									442	434	407	351	100	366	366	390	243	266
79										334	276	226	104	339	285	308	240	302
80											382	445	076	251	227	276	172	181
81												402	164	276	296	296	187	170
82													099	221	226	254	124	142
83														106	133	180	053	234
110															394	414	285	309
123																504	319	297
131																	303	309
150																		151

Note: 1. Decimals are omitted

2. d.f. = 2101

3.  $r = .043$  for  $p = .05$

4.  $r = .051$  for  $p = .01$

faction also exhibited similar tendencies. The Personal Growth QOAFI was also more highly correlated with job satisfaction and career intent for non-rated officers than for rated officers and enlisted personnel.

The Health QOAFI (question 150) showed a surprising relationship with the enlisted group career intent. The correlation was .151 while the officer, rated officer, and non-rated officer groups did not show a correlation which was significantly different from zero.

Conclusions. The most important factors in job satisfaction and career intent are Work satisfaction and work related items. Next are the personal perceptions of being able to use one's abilities (Personal Growth) and the feeling of being treated with respect (Personal Standing). Low in correlation were those factors concerning economic security and economic satisfaction.

Inspection of the Work QOAFI led this author to believe Work satisfaction and job satisfaction were essentially measuring the same thing. The definition of work satisfaction, given in Chapter I and Appendix A, even includes the term "job satisfaction". With a correlation of .72 between job satisfaction and Work satisfaction, it does appear that the two measures are almost synonymous. For this reason, it was felt that by deleting Work satisfaction from further analyses the opportunity would be provided to unmask other components of job satisfaction and career intent. This conclusion is in direct conflict with Thompson's assessment.

Thompson's work produced almost exactly the same results,

including the same correlation coefficient of .72 between job satisfaction and Work satisfaction. His reasoning for not deleting Work satisfaction was that it was measuring something only slightly different from job satisfaction (Thompson, 1975:49-51).

#### AID Analysis

In addition to the questions selected with correlation, the following questions were considered in the AID analysis:

Question No.	Subject
3	Grade
5	Years of Service
17	Aeronautical Rating

The above questions did not have significant zero order correlations with either job satisfaction or career intent, but are necessary in the use of the AID program. These variables provided the means to determine the less than six year group from the overall sample and to break up the less than six year group into the subsets of rated officer, non-rated officer, etc.

Job Satisfaction. Figures 2-6 depict the AID analyses of job satisfaction. Initial splits in the AID analyses of job satisfaction showed job challenge as the primary variable in accounting for variation. The  $R^2$  at the initial split varied between .371 and .427, indicating approximately 40% of the variance in job satisfaction was explained by job challenge. The high job satisfaction groups contained job challenge responses of "somewhat challenging", "challenging", and "very challenging", or the latter two responses.

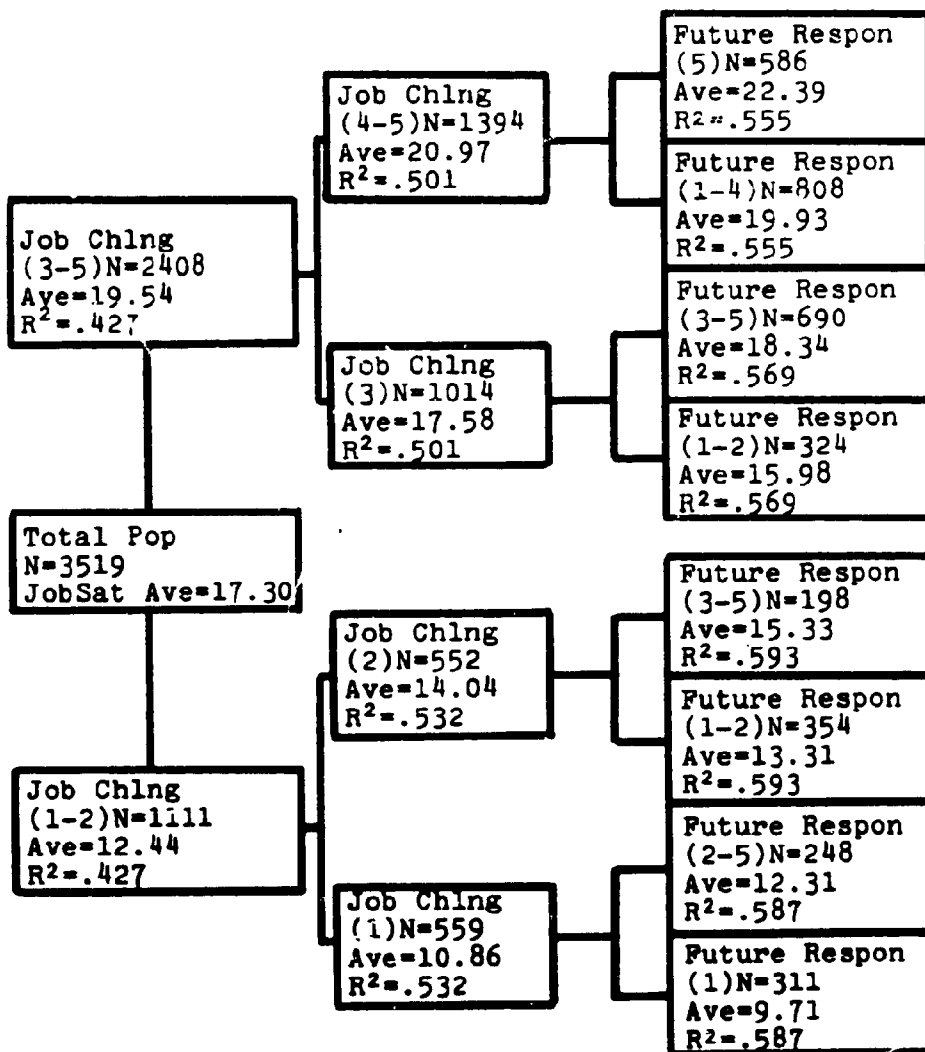


Figure 2. Job Satisfaction AID Tree  
(Total Population)

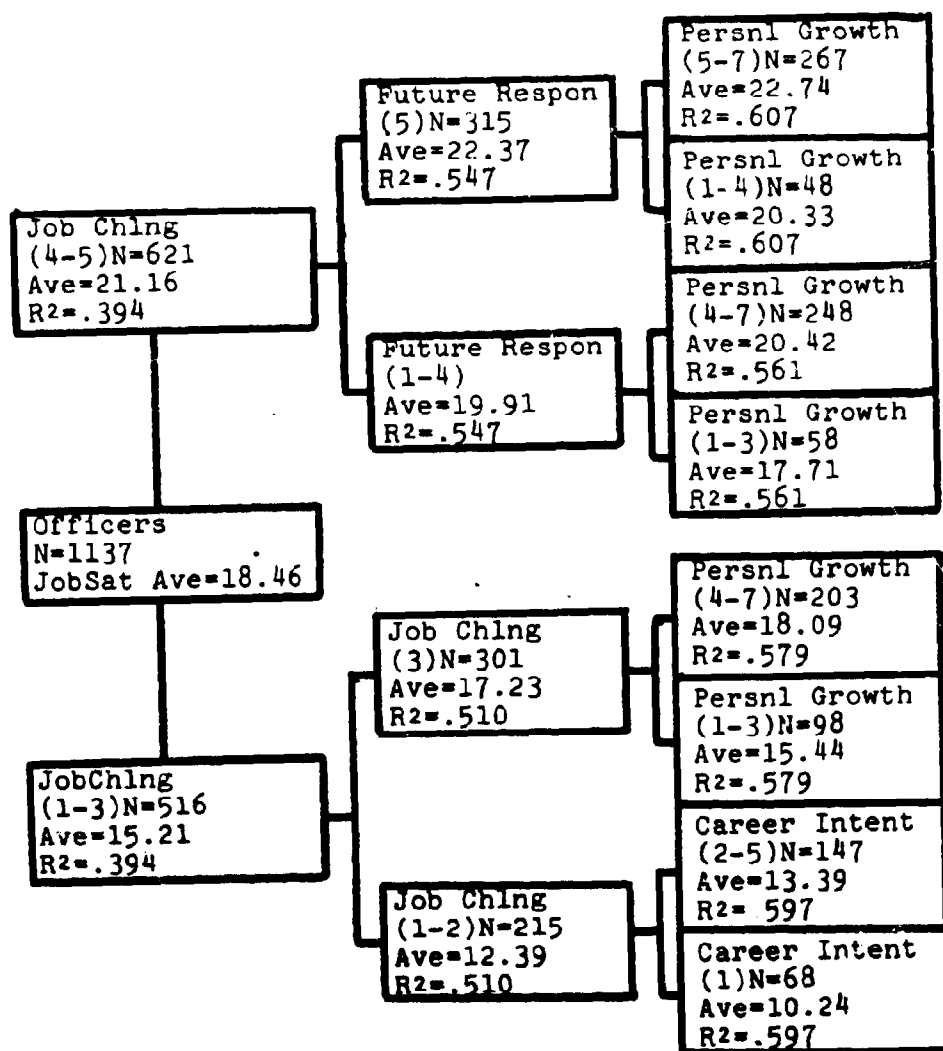


Figure 3. Job Satisfaction AID Tree  
(Officers)

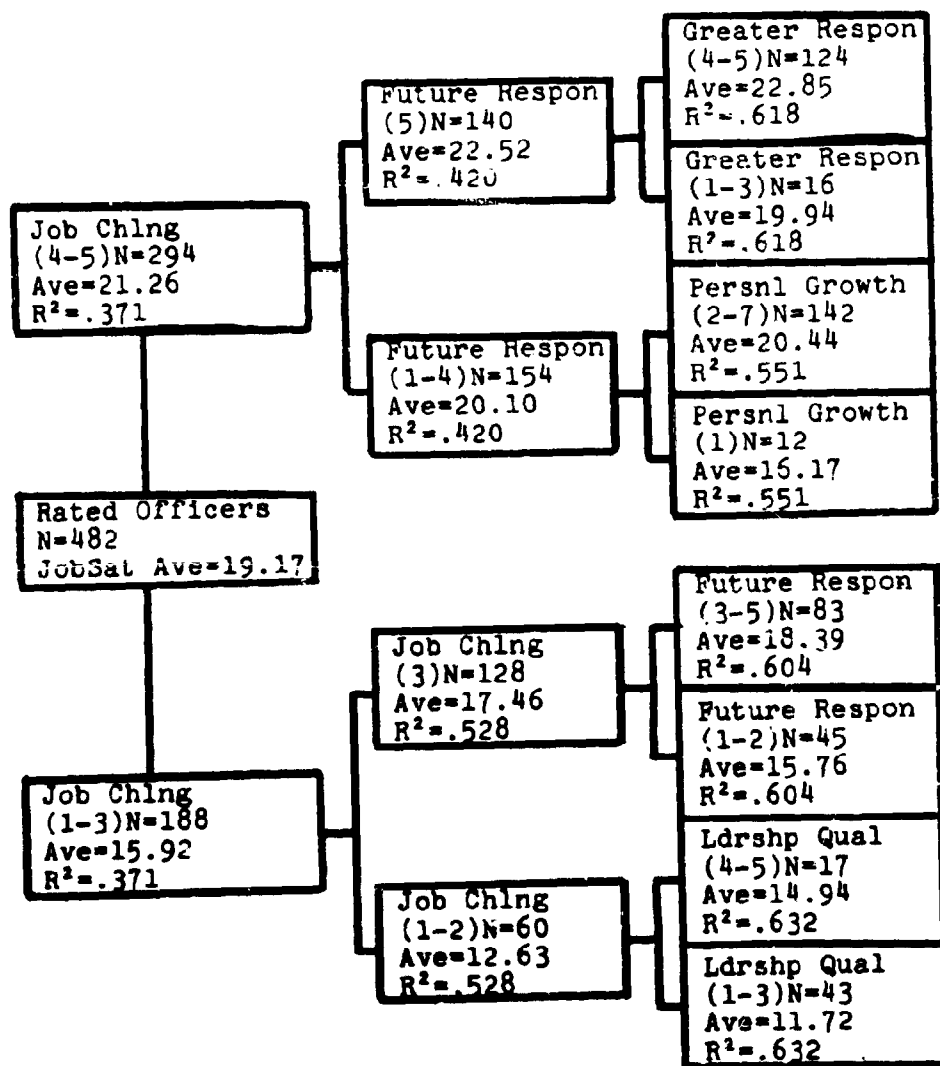


Figure 4. Job Satisfaction AID Tree  
(Rated Officers)



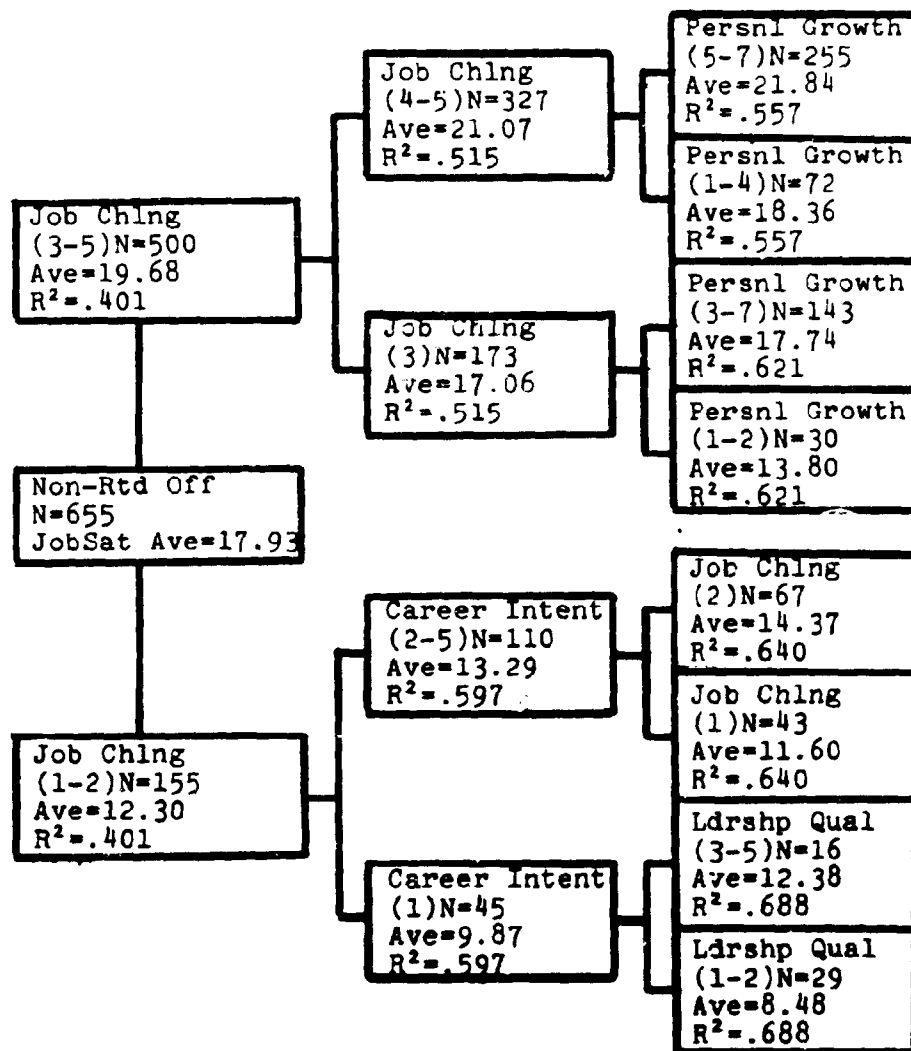


Figure 5. Job Satisfaction AID Tree  
(Non-Rated Officers)

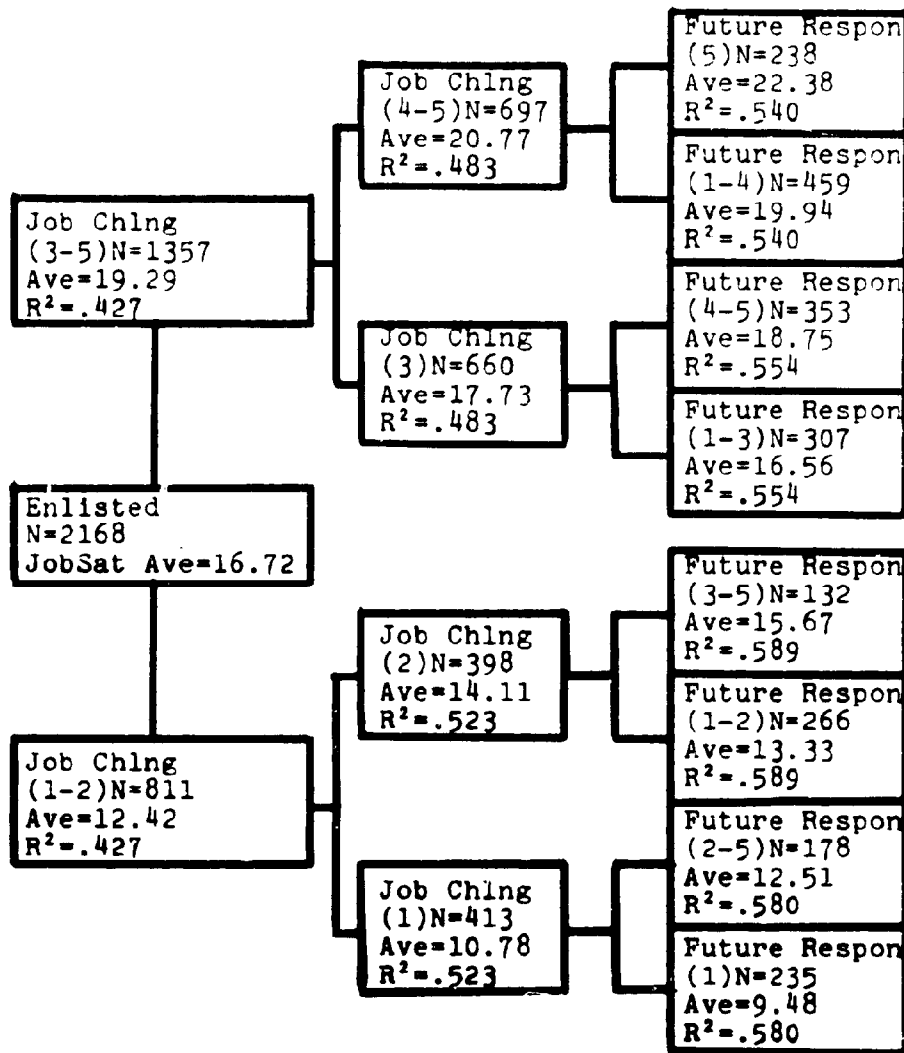


Figure 6. Job Satisfaction AID Tree  
(Enlisted)

Further splits in AID showed being prepared to assume future positions of greater responsibility was a primary factor in explaining job satisfaction. The desire to hold a position of greater responsibility and Personal Growth satisfaction were primarily associated with third level splits in the high job satisfaction groups. The selection of the question concerning the desire for a job with greater responsibility was quite surprising, considering its low correlation with job satisfaction.

The rated and non-rated officer groups both exhibited third level splits on leadership quality. The lowest job satisfaction groups also considered Air Force leadership to be "poor" or "below average".

Conclusions. The major factors of job satisfaction are the perceptions of job challenge and being prepared to assume positions of future responsibility. These findings match Thompson's findings when he analysed the sample covering the entire Air Force (Thompson, 1975:53-54). Lesser factors of job satisfaction were found to be a perception of Personal Growth, the desire for a job with greater responsibility, and, for the low satisfaction groups, the feeling that Air Force leadership was poor or below average. The AID trees for the total sample were symmetric; those factors which influenced the low satisfaction groups also influenced the high satisfaction groups. When the total sample was broken down into its component groups (Officer, rated and non-rated officer and enlisted) the AID trees became asymmetric.

In the component groups, job challenge and a feeling of being prepared for future positions of greater responsibility were still major factors. However, Personal Growth became a factor in high job satisfaction groups and the quality of leadership (or lack thereof) became a factor in low satisfaction groups.

Career Intent. Figures 7-11 show the AID analyses of career intent. Initial splits showed job satisfaction to be the primary factor for all groups except non-rated officers. However, whereas first stage splits in the job satisfaction analyses accounted for approximately 40% of the variance, the first stage splits in the career intent analysis accounted for only approximately 11% of variance. That the groups with high job satisfaction also had high career intent is intuitively appealing; people would seem to want to stay with a job when they're satisfied and would want to leave a job when they were unsatisfied.

Further splits in AID showed that Personal Growth satisfaction and the quality of leadership were factors in career intent. The position of splits in the groups were not consistent in that leadership quality was a factor in both high career intent and low career intent groups. The same held true for Personal Growth.

Years service was a factor in career intent for every group except rated officers. This author hypothesizes a rather simple explanation for this phenomenon: Rated officers, because of mandatory service requirements following flying training, are not permitted to exit the service until

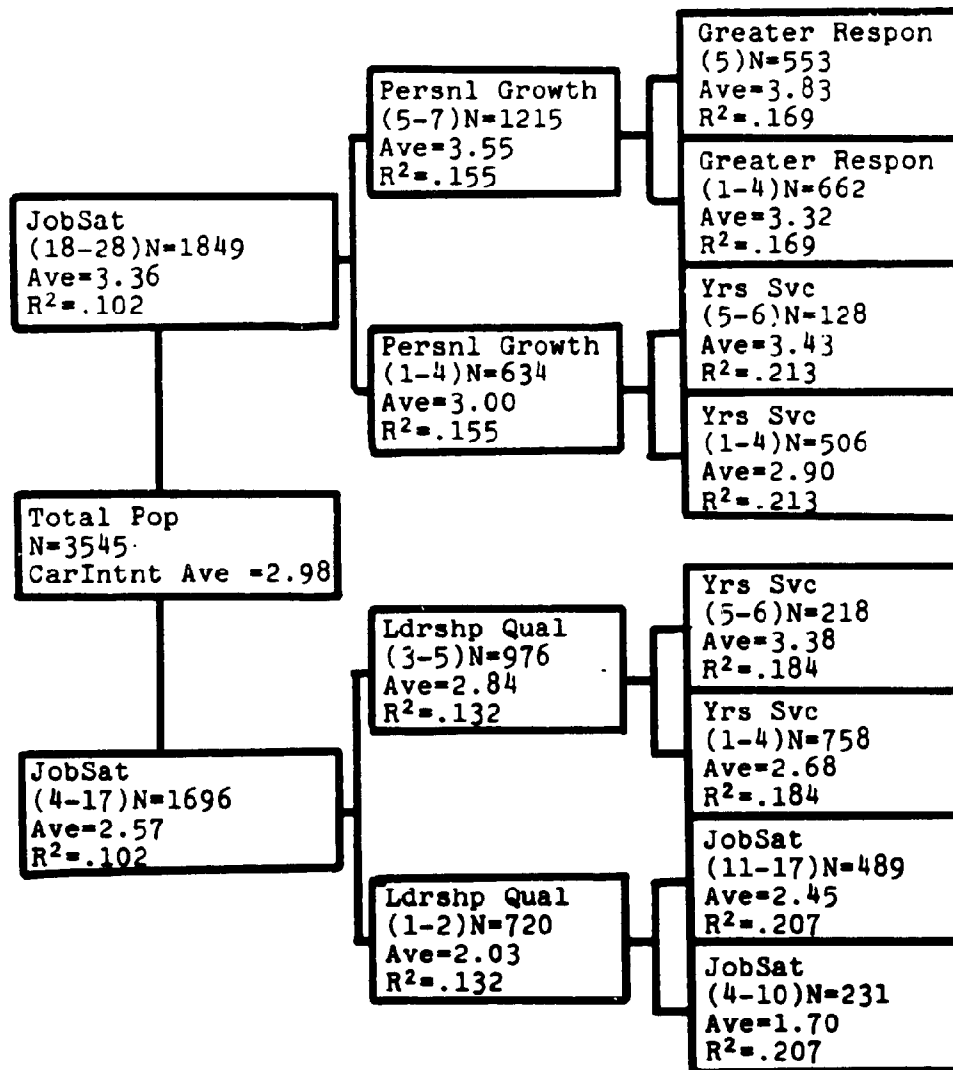


Figure 7. Career Intent AID Tree  
(Total Population)

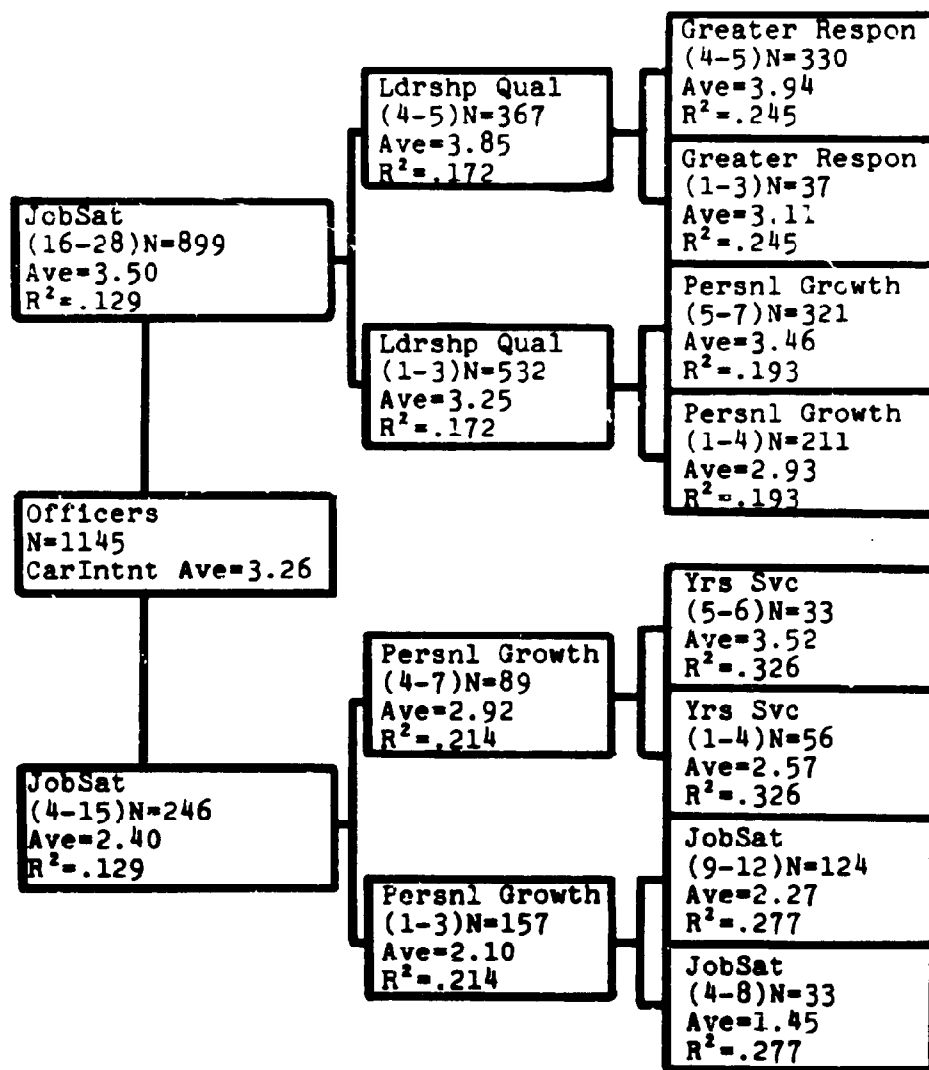


Figure 8. Career Intent AID Tree  
(Officers)

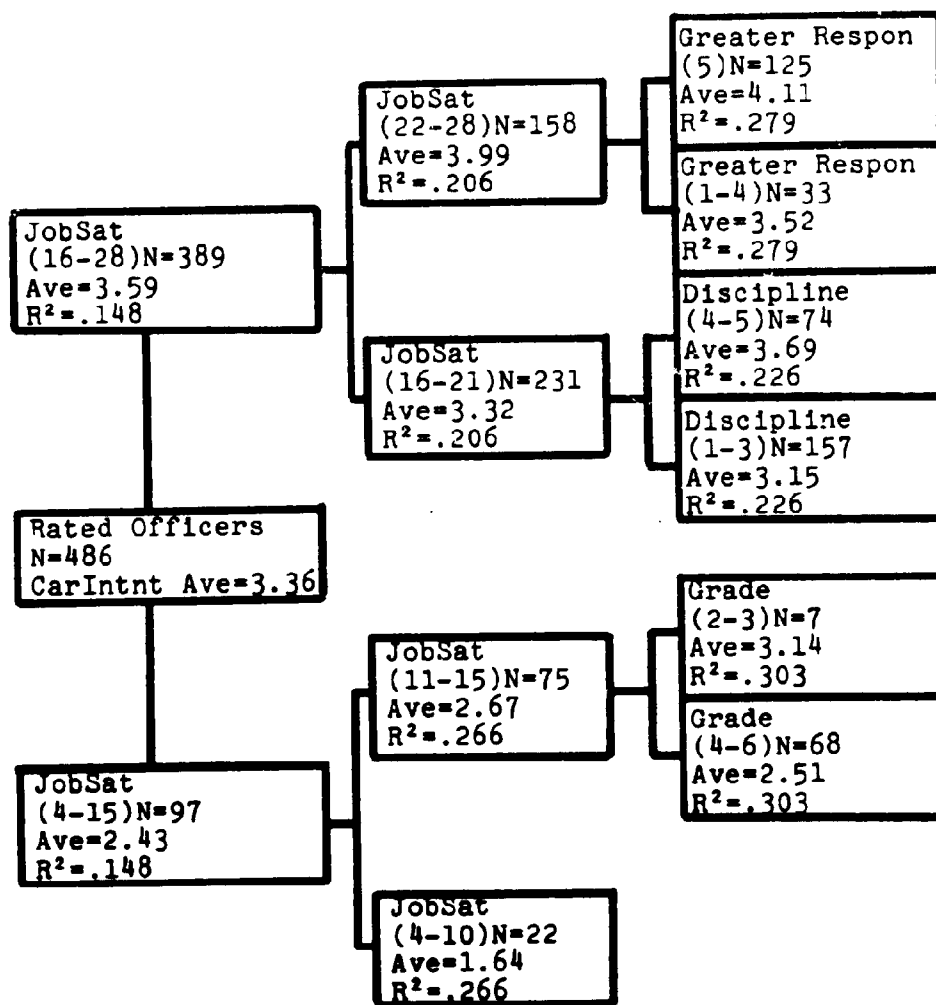


Figure 9. Career Intent AID Tree  
(Rated Officers)

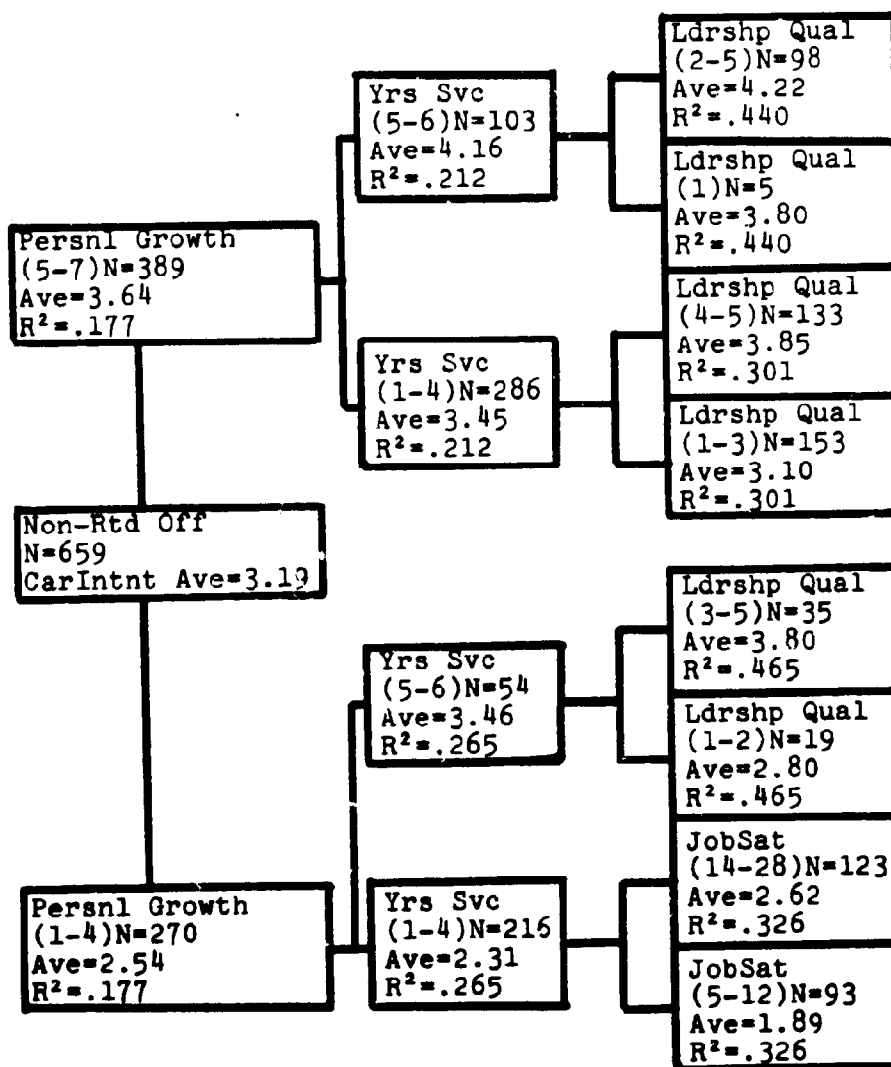


Figure 10. Career Intent AID Tree  
(Non-Rated Officers)



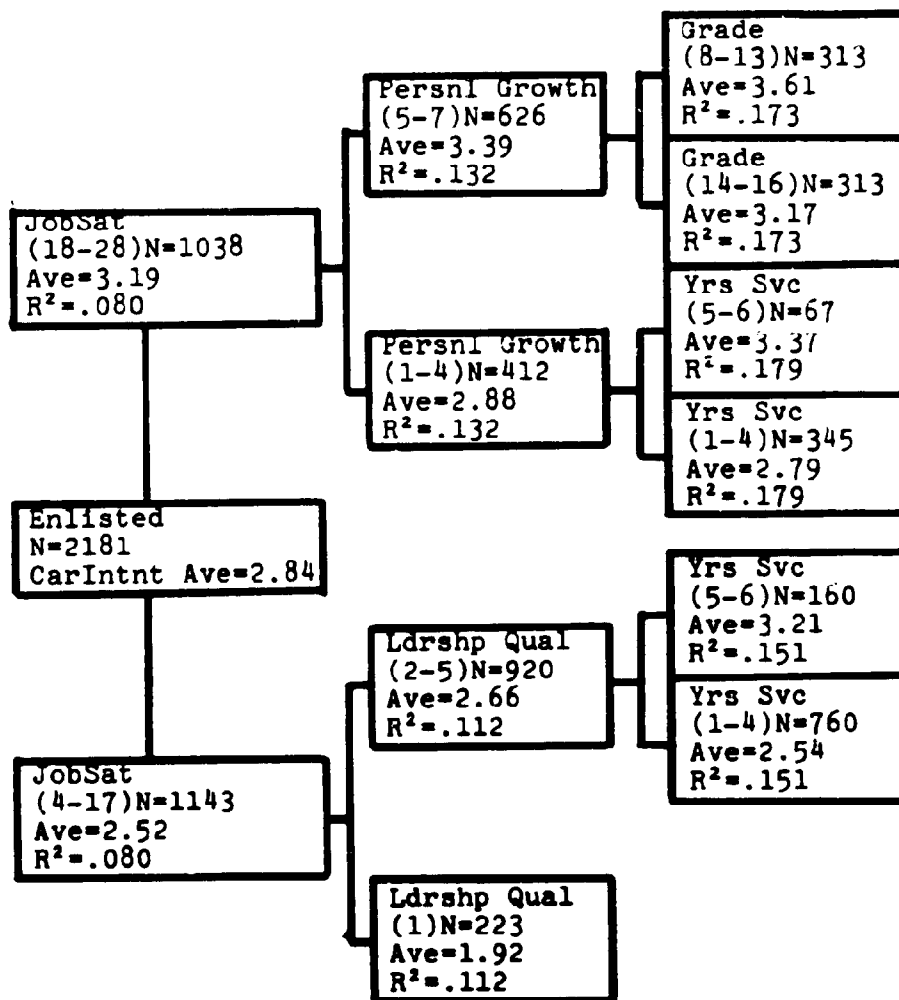


Figure 11. Career Intent AID Tree  
(Enlisted)

approximately the six year point. Non-rated officers and enlisted personnel are usually afforded the opportunity to separate at the four year point. Those dissatisfied non-rated officers and enlisted personnel simply exited the service and left behind only those satisfied compatriots who have high career intentions.

All AID trees tended to have assymmetric structures after the first split. Those factors which were associated with a split on high career intent groups were not repeated for the low career intent groups.

The portion of variance accounted for by AID was low, being approximately 25% of the total. This low  $R^2$  is presumably due to the factors being analysed; the factors simply do not account for all the things a person considers when contemplating an Air Force career.

As mentioned earlier, factors such as the local labor market, general economic condition of the country, spouse and parental approval, etc., all enter into the career decision. Other factors not mentioned previously are source and type of commission (ROTC or Academy, Regular or Reserve), how much in demand a person's job skill is in the civilian community, how a person feels about moving every four years, etc.

Conclusions. AID has given some insight into the question of career intent. However, much has been left unresolved. The primary factors, of those available for study, indicate that job satisfaction is of primary importance in influencing career intent. Leadership quality and Personal

Growth also play a definite part in the decision for a career.

In relating job satisfaction and career intent, Personal Growth and the quality of leadership appeared numerous times in each analysis. These two questions appear to be a common factor between job satisfaction and career intent, at least as far as AID is concerned. Certainly, the definition of Personal Growth given in the QOAFI survey, "to be able to develop my individual capacities; education/training; making full use of my abilities; the chance to further my potential" would be desirous in any job, probably promoting satisfaction where it is found and lessening satisfaction where it is not found. The quality of leadership, in this author's opinion, was probably answered as applicable to the local leaders; squadron commander, branch chief, etc., and not directed at higher level leaders such as MAJCOM commanders, Chief of Staff, etc. The local leaders/supervisors probably determine a number of influences on the job; how much job challenge there is, feedback, whether you can do the job correctly but do it in your own way without a lot of interference, and many other things. The local leader/supervisor can motivate and encourage his subordinates in their jobs and possibly increase their perceptions of being satisfied. Unfortunately, the opposite is also true.

### Regression

This section will present the results of the stepwise regression of job satisfaction and career intent. Using the variables identified by correlation (less the Work

QOAFLI) and either job satisfaction or career intent as the dependent variable, the regression routine selects those questions which will hopefully maximize the amount of explained variance in the dependent variable.

Regression is being done not to predict job satisfaction or career intent, but merely to see the relationships between the explanatory and dependent variables. The number of variables to be included in each regression equation will be determined by the following rule: All variables entered must be significant at least at the .05 level. The addition of one more variable to the regression equation must increase the amount of explained variance ( $R^2$ ) by more than 1.5% of the total variance. If the next variable to be included does not explain at least 1.5% of the variance, then the regression is terminated. It is felt that this stopping rule will explain the majority of the variance in terms of the most important factors and that the addition of further variables in the regression equation would not be of any great help in understanding either job satisfaction or career intent.

Tables VII-XVI show the results of the job satisfaction and career intent regression for each of the five groups. The question number and a short subject identifier are given, the beta weights (standardized regression coefficients), the  $R^2$  for each variable entered into the regression equation as well as the marginal increase in  $R^2$  for each variable entered into the equation are shown. The F Value and significance of each variable, including the constant term, are

also shown. A condensed correlation matrix, extracted from the appropriate points in Tables II-VI, have been provided for continuity purposes. Finally, the job satisfaction or career intent regression is provided, using the regression coefficients.

Job Satisfaction. The regressions for job satisfaction were composed of either three or four variables in each instance. The variable of job challenge appeared in every regression equation without exception. This was to be expected since the stepwise regression routine selects the first independent variable to be included in the regression equation as that independent variable with the highest correlation with the dependent variable.

Two other variables were common to the regression equations; Personal Growth satisfaction and the perception of being prepared to assume future positions of responsibility. The non-rated officer group regression did not contain a variable for the perception of being prepared to assume future positions of responsibility while the other four groups did. The enlisted regression equation did not contain a variable for Personal Growth satisfaction whereas all the other groups did.

Only the rated officer group required a fourth variable to explain job satisfaction while all other job satisfaction regression equations required three variables. The fourth variable for the rated officers was that of supervisor recognition and was selected last, indicating that it was of relatively lower explanatory power than those variables selected

Table VII.  
Job Satisfaction Regression  
(Total Population)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
62	Job Challenge	.526	.551	.551	1446.2	.0000
63	Future Responsibility	.255	.606	.055	340.2	.0000
123	Personal Growth Sat	.161	.627	.021	180.5	.0000
Constant					1144.6	.0000

Correlation Matrix

	151	62	63	123
151	1.000	.742	.635	.462
62		1.000	.604	.385
63			1.000	.386
123				1.000

$$\text{Job Satisfaction} = 5.961 + 2.073(\text{Job Challenge}) + .902(\text{Future Responsibility}) + .490(\text{Personal Growth})$$

Table VIII.  
Job Satisfaction Regression  
(Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
62	Job Challenge	.532	.559	.559	505.6	.0000
123	Personal Growth Sat	.233	.617	.058	118.9	.0000
63	Future Responsibility	.178	.636	.019	57.4	.0000
Constant					383.8	.0000

Correlation Matrix

151	62	123	63
151	1.00	.747	.564
62		1.000	.469
123			1.000
63			

$$\text{Job Satisfaction} = 5.955 + 2.092(\text{Job Challenge}) + .663(\text{Personal Growth}) + .619(\text{Future Responsibility})$$

Table IX.  
Job Satisfaction Regression  
(Rated Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
62	Job Challenge	.472	.526	.526	180.1	.0000
63	Future Responsibility	.251	.596	.070	50.6	.0000
123	Personal Growth Sat	.182	.630	.034	31.2	.0000
82	Supervisor Recognition	.136	.646	.016	21.2	.0000
Constant					97.0	.0000

Correlation Matrix

	151	62	63	123	82
151	1.000	.726	.631	.532	.362
62		1.000	.572	.424	.243
63			1.000	.435	.225
123				1.000	.300
82					1.000

$$\text{Job Satisfaction} = 5.333 + 1.873(\text{Job Challenge}) + .798(\text{Future Responsibility}) + .482(\text{Personal Growth}) + .594(\text{Supervisor Recognition})$$



Table X.  
Job Satisfaction Regression  
(Non-Rated Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
62	Job Challenge	.585	.565	.565	445.8	.0000
123	Personal Growth Sat	.233	.626	.061	63.3	.0000
78	Leadership/Supervision	.140	.641	.015	26.9	.0000
Constant					188.5	.0000

Correlation Matrix

	151	62	123	78
151	1.000	.751	.591	.454
62		1.000	.501	.351
123			1.000	.464
78				1.000

$$\text{Job Satisfaction} = 5.491 + 2.288(\text{Job Challenge}) + .683(\text{Personal Growth}) + .399(\text{Leadership/Supervision})$$

Table XI.  
Job Satisfaction Regression  
(Enlisted)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
62	Job Challenge	.524	.530	.530	989.5	.0000
63	Future Responsibility	.291	.598	.068	303.5	.0000
81	Job Freedom	.146	.617	.019	106.9	.0000
Constant					478.9	.0000

Correlation Matrix

	151	62	63	81
151	1.000	.728	.632	.353
62		1.000	.577	.248
63			1.000	.265
81				1.000

$$\text{Job Satisfaction} = 5.355 + 2.116(\text{Job Challenge}) + 1.048(\text{Future Responsibility}) + .646(\text{Job Freedom})$$

previously.

An examination of the beta weights revealed that the job challenge question was usually twice as important as any other question used to determine job satisfaction. The second variable entered into the equation was usually only slightly more important than the succeeding variables in determining job satisfaction.

The correlation matrices presented for job satisfaction showed fairly high intercorrelations for all variables in the regression equation. This interplay of the variables suggests that the job satisfaction factors are all interacting with each other and seem to move together when determining job satisfaction.

Conclusions. Job satisfaction for the less than six year group can usually be explained in terms of three variables. The variables are job challenge, Personal Growth satisfaction, and the perception of being prepared to assume future positions of responsibility.

When Thompson performed a similar regression on the entire population, it was found that job satisfaction was also a function of three variables. The variables were job challenge, the perception of being prepared to assume future positions of responsibility, and job freedom (Thompson, 1975: 100-101).

The job challenge and future responsibility variables were common to the job satisfaction regressions in this research and that of Thompson. However, job freedom was a

factor in only the enlisted regression for the less than six year group. Personal Growth satisfaction, the variable which seemed to "replace" job freedom, was never mentioned in the regression of the total sample.

One possible explanation for this is the relative position of the less than six year group in the work situation. The younger personnel do not have enough rank or time to be the "boss" and so are usually in the position of being the "doers" and "workers". While these people probably do value their freedom in doing their job, being the junior folks, they expect to be told what to do, and, in a lot of instances, how to do it. While the lack of job freedom may be an irritant to many, at this early stage in their career it probably does not materially affect their job satisfaction.

Career Intent. The regressions for career intent were composed of three to five variables. In two of the five groups (Officer and Rated Officer) the constant term of the regression was not significant and is not shown.

Personal Growth satisfaction and discipline were common variables in all five regression equations. Leadership quality was a factor in four of the five regressions, the rated officer regression being the lone exception. Personal Growth satisfaction and leadership quality were selected as the first or second variable to enter the regression for almost every group. The review of beta weights showed that the first variable selected, whether it was Personal Growth satisfaction or leadership quality, was only slightly more important than

Table XII.  
Career Intent Regression  
(Total Population)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	P Value	Significance
79	Leadership Quality	.213	.115	.115	160.9	.0000
123	Personal Growth Sat	.190	.173	.058	119.8	.0000
83	Discipline	.181	.209	.036	131.1	.0000
62	Job Challenge	.149	.227	.018	74.9	.0000
Constant					68.0	.0000

Correlation Matrix

	11	79	123	83	62
11	1.000	.340	.244	.248	.306
79		1.000	.324	.122	.289
123			1.000	.122	.385
83				1.000	.128
62					1.000

$$\text{Career Intent} = .653 + .258(\text{Leadership Quality}) + .141(\text{Personal Growth}) + .183(\text{Discipline}) + .142(\text{Job Challenge})$$

Table XIII.  
Career Intent Regression  
(Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
123	Personal Growth Sat	.292	.155	.155	106.1	.0000
79	Leadership Quality	.229	.204	.049	65.3	.0000
83	Discipline	.154	.233	.029	33.7	.0000
64	Greater Responsibility	.127	.248	.015	23.1	.0000

Correlation Matrix

	11	123	79	83	64
11	1.000	.394	.355	.204	.170
123		1.000	.380	.060	.048
79			1.000	.065	.031
83				1.000	.140
64					1.000

$$\text{Career Intent} = .218(\text{Personal Growth}) + .295(\text{Leadership Quality}) \\ + .175(\text{Discipline}) + .188(\text{Greater Responsibility})$$

Table XIV.  
Career Intent Regression  
(Rated Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
63	Future Responsibility	.265	.123	.123	33.8	.0000
83	Discipline	.198	.178	.055	22.6	.0000
123	Personal Growth Sat	.154	.208	.030	11.0	.0000
64	Greater Responsibility	.142	.227	.019	11.5	.0000
80	Supervisor Influence	.141	.244	.017	11.0	.0000

Correlation Matrix

	11	63	83	123	64	80
11	1.000	.353	.221	.315	.184	.226
63		1.000	-.033	.435	.009	.173
83			1.000	.020	.182	.028
123				1.000	.056	.244
64					1.000	-.026
80						1.000

$$\begin{aligned} \text{Career Intent} = & .230(\text{Future Responsibility}) + .222(\text{Discipline}) \\ & + .111(\text{Personal Growth}) + .199(\text{Greater Responsibility}) \\ & + .171(\text{Supervisor Influence}) \end{aligned}$$

Table XV.  
Career Intent Regression  
(Non-Rated Officers)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
123	Personal Growth Sat	.317	.196	.196	76.1	.0000
79	Leadership Quality	.282	.267	.071	60.3	.0000
83	Discipline	.156	.291	.024	21.7	.0000
Constant					3.03	.082

Correlation Matrix

	11	123	79	83
11	1.000	.443	.421	.205
123		1.000	.398	.086
79			1.000	-.076
83				1.000

$$\text{Career Intent} = .342 + .241(\text{Personal Growth}) + .378(\text{Leadership Quality}) + .180(\text{Discipline})$$



Table XVI.  
Career Intent Regression  
(Enlisted)

Question Number	Subject	Beta Weight	R <sup>2</sup>	ΔR <sup>2</sup>	F Value	Significance
123	Personal Growth Sat	.209	.088	.088	100.6	.0000
79	Leadership Quality	.223	.139	.051	115.5	.0000
83	Discipline	.183	.172	.033	82.8	.0000
Constant					113.4	.0000

Correlation Matrix

	11	123	79	83
11	1.000	.297	.302	.234
123		1.000	.285	.133
79			1.000	.104
83				1.000

$$\text{Career Intent} = .980 + .151(\text{Personal Growth}) + .262(\text{Leadership Quality}) + .177(\text{Discipline})$$

the second variable selected.

The correlation matrices presented did not show the same high intercorrelations as did the job satisfaction correlations. In fact, some of the intercorrelations were not statistically different from zero. This might lead one to believe that the variable involved with career intent are seemingly independent of each other.

The final  $R^2$  for each of the career intent regressions was comparable to that produced by AID, and averaged around 22%.

Conclusions. Regression has identified three variables which are common to almost all groups analysed. These variables are Personal Growth satisfaction, the quality of leadership, and discipline.

Other variables selected in the regressions were the perceptions of being prepared for positions of future responsibility, a desire for a job with greater responsibility, and supervisor influence. These variables were selected in only one or two of the regressions and cannot be considered as common factors in the career intent decision.

In relating job satisfaction and career intent regressions, Personal Growth satisfaction was shown once again to be a common factor. AID analysis showed that Personal Growth satisfaction and the quality of leadership were the common factors between job satisfaction and career intent. A review of the correlation matrices presented in Tables II-VI shows that Personal Growth satisfaction is not as highly correl-

ated with job satisfaction as the work related variables. When viewing the correlation of Personal Growth satisfaction with career intent, it was found that the correlations are usually as high, or higher, than the work related variables.

Examination of Regression Residuals. The regression residuals were examined to determine if the assumptions of independence and distribution held. The Von Neumann Ratio test for independence of error terms was confirmed at a significance level of .01 for all regressions. The distribution of error terms confirmed the mean of zero and variance  $\sigma^2$ . The error terms were very slightly skewed to the left and somewhat flatter than normal. Owing to the large number of cases in the data base and the known robustness of regression with respect to distribution of error terms, the regression assumptions are considered satisfied.

#### Canonical Correlation

The results of the canonical correlation analyses are presented in Tables XVII-XXI. The first eigenvalue computed, which represents the amount of shared variance between corresponding canonical variates, and its square root, the canonical correlation, are shown. The loadings, which are the correlations between the original variables in the dependent and independent set and the respective canonical variates, are given, along with the question number, a short subject identifier, and a significance level. The second dimension of the canonical correlation was deemed unimportant and will not be explained here. Appendix G gives the canonical

Table XVII.  
Canonical Analysis of Job Satisfaction  
and Career Intent.  
(Total Population)

Eigenvalue = .647

Canonical Correlation = .804

$\chi^2 = 4303.7$ , d.f. = 32

Significance = .0000

<u>Question Number</u>	<u>Subject</u>	<u>Canonical Loading</u>
11	Career Intent	.314
151	Job Satisfaction	.994
19	Economic Security Satisfaction	.314
21	Economic Standard Satisfaction	.302
37	Free Time Satisfaction	.309
62	Job Challenge	.908
63	Future Responsibility	.795
64	Greater Responsibility	-.041
78	Leadership/Supervision Sat	.506
79	Leadership Quality	.424
80	Supervisor Influence	.354
81	Job Freedom	.459
82	Supervisor Recognition	.391
83	Discipline	-.141
110	Equity Satisfaction	.399
123	Personal Growth Satisfaction	.585
131	Personal Standing Satisfaction	.522
150	Health Satisfaction	.246

Table XVIII.  
Canonical Analysis of Job Satisfaction  
and Career Intent.  
(Officers)

Eigenvalue = .648  
Canonical Correlation = .805  
 $\chi^2 = 1397.3$ , d.f. = 32  
Significance = .0000

<u>Question Number</u>	<u>Subject</u>	<u>Canonical Loadings</u>
11	Career Intent	.529
151	Job Satisfaction	.995
19	Economic Standard Satisfaction	.153
21	Economic Security Satisfaction	.273
37	Free Time Satisfaction	.182
62	Job Challenge	.903
63	Future Responsibility	.746
64	Greater Responsibility	.090
78	Leadership/Supervision Sat	.556
79	Leadership Quality	.467
80	Supervisor Influence	.327
81	Job Freedom	.448
82	Supervisor Recognition	.375
83	Discipline	-.007
110	Equity Satisfaction	.351
123	Personal Growth Satisfaction	.715
131	Personal Standing Satisfaction	.496
150	Health Satisfaction	.186

Table XIX.  
Canonical Analysis of Job Satisfaction  
and Career Intent.  
(Rated Officers)

Eigenvalue = .666

Canonical Correlation = .816

$\chi^2 = 576.0$ , d.f. = 32

<u>Question Number</u>	<u>Subject</u>	<u>Canonical Loadings</u>
11	Career Intent	.549
151	Job Satisfaction	.999
19	Economic Standard Satisfaction	.124
21	Economic Security Satisfaction	.266
37	Free Time Satisfaction	.297
62	Job Challenge	.879
63	Future Responsibility	.773
64	Greater Responsibility	.135
78	Leadership/Supervision Sat	.517
79	Leadership Quality	.408
80	Supervisor Influence	.288
81	Job Freedom	.443
82	Supervisor Recognition	.435
83	Discipline	-.046
110	Equity Satisfaction	.433
123	Personal Growth Satisfaction	.666
131	Personal Standing Satisfaction	.567
150	Health Satisfaction	.145

Table XX.  
Canonical Analysis of Job Satisfaction  
and Career Intent  
(Non-Rated Officers)

Eigenvalue = .645

Canonical Correlation = .803

$\chi^2 = 860.0$ , d.f. = 32

Significance = .0000

<u>Question Number</u>	<u>Subject</u>	<u>Canonical Loading</u>
11	Career Intent	.527
151	Job Satisfaction	.990
19	Economic Standard Satisfaction	.157
21	Economic Security Satisfaction	.299
37	Free Time Satisfaction	.147
62	Job Challenge	.897
63	Future Responsibility	.728
64	Greater Responsibility	.057
78	Leadership/Supervision Sat	.576
79	Leadership Quality	.508
80	Supervisor Influence	.338
81	Job Freedom	.465
82	Supervisor Recognition	.341
83	Discipline	-.014
110	Equity Satisfaction	.318
123	Personal Growth Satisfaction	.757
131	Personal Standing Satisfaction	.470
150	Health Satisfaction	.219

Table XXI.  
Canonical Analysis of Job Satisfaction  
and Career Intent.  
(Enlisted)

Eigenvalue = .639

Canonical Correlation = .799

$\chi^2 = 2862.9$ , d.f. = 32

Significance = .0000

<u>Question Number</u>	<u>Subject</u>	<u>Canonical Loadings</u>
11	Career Intent	.453
151	Job Satisfaction	.995
19	Economic Standard Satisfaction	.296
21	Economic Security Satisfaction	.323
37	Free Time Satisfaction	.351
62	Job Challenge	.898
63	Future Responsibility	.795
64	Greater Responsibility	-.178
78	Leadership/Supervision Sat	.469
79	Leadership Quality	.364
80	Supervisor Influence	.333
81	Job Freedom	.449
82	Supervisor Recognition	.370
83	Discipline	-.155
110	Equity Satisfaction	.394
123	Personal Growth Satisfaction	.519
131	Personal Standing Satisfaction	.491
150	Health Satisfaction	.268



variates for both dimensions, the significance, and the loadings for both dimensions.

Questions 11 and 151 are the dependent set of questions. The sixteen questions identified in Table I (less the Work QOAFLI) form the independent set.

The loadings on the dependent set showed that the most important variable was job satisfaction. The loadings for job satisfaction were all .99 or greater while the loadings on career intent averaged around .500.

The canonical loadings on career intent ranged from a high of .549 for rated officers to a low of .453 for enlisted. This is similar to the differences in the zero order correlations of job satisfaction and career intent.

The independent set canonical loadings revealed that job challenge was the most influential factor for all groups. The five groups were consistent in the first two most important canonical loadings. Job challenge, which was just mentioned, was the most important across the board, while four of the five groups showed that future responsibility was the second most factor. Personal Growth was the third most important factor.

The Personal Standing satisfaction question and the Leadership/Supervision satisfaction question were the fourth and fifth most important questions in every group except the non-rated officers. The relative rankings of Personal Standing and Leadership/Supervision changed from group to group.

The desire for a job with greater responsibility and

discipline were the least two influential areas noted in the canonical analysis. The questions concerning Economic Security and Economic Satisfaction, along with Free Time satisfaction, also ranked relatively low. It may be remembered that the economic and free time areas have not been influential in preceding zero order correlation, AID, or regression analyses.

Conclusions. The work related factors of job challenge and future responsibility were the two most important factors in terms of the canonical loadings. Personal Growth satisfaction was a close third in the groups analysed. Leadership/Supervision and Personal Standing are also important.

#### Summary

Four different analytical methods have been presented and attempts have been made to determine the most important factors associated with career intent and job satisfaction. The conclusion of each section described the results of the analytic method in question, and made comparisons between the factors seemingly most important to job satisfaction and career intent. Work related factors, leadership and supervision, and satisfaction with Personal Growth and Personal Standing have been found to be the most important factors.

## V. Review, Conclusions, and Recommendations

This chapter will discuss the results of the four methods of analysis and compare the factors which have been found to have the greatest explanatory power for either job satisfaction or career intent. The commonality of factors associated with both job satisfaction and career intent will also be discussed.

### Review of Analysis

Tables XXII-XXVI show those factors which have the greatest explanatory power in terms of job satisfaction or career intent. (Refer to Table I, Chapter IV, for the questions and subjects, or Appendix A, for the complete survey.) The five most highly correlated questions were chosen for inclusion in the zero order and canonical correlation columns. All correlations were significant at .001 or better. The AID and regression columns depict those factors which were selected with respect to their maximum explanatory power.

Job Satisfaction. The work related questions, job challenge (question 62) and the perception of being prepared to assume future positions of responsibility (question 63) are the most meaningful factors when speaking of job satisfaction. These questions appeared in correlation, AID, and regression analysis for every group except non-rated officers. In the non-rated officer group, job challenge appeared in each of the analyses but future responsibility appeared only

Table XXII  
Review of Analysis  
(Total Population)

Ques. No.	Career Intent			Canon. Correl.	Job Satisfaction		
	Correl.	AID	Regres.		Correl.	AID	Regres.
19							
21							
37							
62	✓		✓	✓	✓	✓	✓
63				✓	✓	✓	✓
64							
78	✓			✓	✓		
79	✓	✓	✓				
80							
81							
82							
83			✓				
110							
123	✓	✓	✓	✓	✓		✓
131	✓			✓	✓		
150							

Table XXIII  
Review of Analysis  
(Officers)

Ques. No.	Career Intent			Canon. Correl.	Job Satisfaction		
	Correl.	AID	Regres.		Correl.	AID	Regres.
19							
21							
37							
62				✓	✓	✓	✓
63	✓			✓	✓	✓	✓
64	✓	✓	✓				
78	✓			✓			
79	✓	✓	✓		✓		
80							
81							
82							
83			✓				
110							
123	✓	✓	✓	✓	✓	✓	✓
131				✓	✓		
150							

Table XXIV  
Review of Analysis  
(Rated Officers)

Ques. No.	Career Intent			Canon. Correl.	Job Satisfaction		
	Correl.	AID	Regres.		Correl.	AID	Regres.
19							
21							
37							
62	✓			✓	✓	✓	✓
63	✓		✓	✓	✓	✓	✓
64		✓	✓			✓	
78	✓			✓	✓		
79	✓					✓	
80		✓					
81							
82						✓	
83		✓	✓				
110							
123	✓		✓	✓	✓	✓	✓
131				✓	✓		
150							

Table XXV  
Review of Analysis  
(Non-Rated Officers)

Ques. No.	Career Intent			Canon. Correl.	Job Satisfaction		
	Correl	AID	Regres.		Correl.	AID	Regres.
19							
21							
37							
62	✓			✓	✓	✓	✓
63				✓	✓		
64							
78	✓			✓	✓		✓
79	✓	✓	✓	✓	✓	✓	
80							
81							
82							
83		✓					
110							
123	✓	✓	✓	✓	✓	✓	✓
131	✓						
150							

Table XXVI  
Review of Analysis  
(Enlisted)

Ques. No.	Career Intent			Canon. Correl.	Job Satisfaction		
	Correl.	AID	Regres.		Correl.	AID	Regres.
19							
21							
37							
62				✓	✓	✓	✓
63	✓			✓	✓	✓	✓
64							
78				✓	✓		
79	✓	✓	✓				
80							
81						✓	
82							
83			✓				
110	✓						
123	✓	✓	✓	✓	✓		
131	✓			✓	✓		
150							



in the zero order correlation analysis.

Personal Growth satisfaction (question 123) was a lesser but still very important factor in the job satisfaction of officers, both rated and non-rated. Personal Growth appeared only in the correlation analysis of the enlisted group.

The factors of Leadership/Supervision satisfaction (question 78) and the quality of leadership (question 79) were highly related to the job satisfaction of the non-rated officer group, more so than for any other group. In fact, the three methods of analysis, when applied to the total population, did not show the leadership and supervision questions to be of any great importance.

Career Intent. Personal Growth satisfaction appears to be the most important factor in explaining career intent. Personal Growth satisfaction was selected as a factor in every type of analysis for every group with the exception of the AID analysis of the rated officer group.

The quality of leadership and the satisfaction with Leadership/Supervision factors are the second most prevalent factors in explaining career intent. The quality of leadership appears to be a better factor for explaining career intent than satisfaction with Leadership/Supervision. The exact difference between the quality of leadership and satisfaction with leadership and supervision is not quite apparent to this author, as one appears to be a close substitute for the other.

The work related factors of job challenge, being prepared to assume future jobs of responsibility, and wanting a job

with greater responsibility (question 64) were lesser but still important factors in explaining career intent.

#### Canonical Analysis

Using job satisfaction and career intent as the dependent variables, the five most important explanatory factors were found to be job challenge, preparation for future responsibility, Leadership/Supervision satisfaction, Personal Growth satisfaction, and Personal Standing satisfaction (question 131).

Only the non-rated officer group showed a difference in the most important factors, with the quality of leadership replacing the Personal Standing factor.

Job challenge was the most important factor for all five groups considered. The perception of being prepared to assume future positions of responsibility and Personal Growth satisfaction were the next two most important factors for all groups with the exception of the non-rated officers, where the relative rankings were reversed.

The satisfaction with Leadership/Supervision and Personal Standing satisfaction were the fourth and fifth most important factors in job satisfaction and career intent. Personal Standing satisfaction appeared to be the more important of the two factors.

#### Conclusions

The review of career intent analysis shows that career intent is primarily related to Personal Growth satisfaction and leadership quality and related to work factors in a

lesser manner. To this author, the findings imply that the career intent decision is just that, a decision for a career and the projection of one's desires into the future. Whereas job satisfaction depends primarily on the here-and-now factor of job challenge, career intent seems to be keying on development, furthering education and training, and developing potential. Other factors of quality of leadership and supervision are a different dimension in the career intent decision but seem to be pointed in the direction of helping a person further his ambitions.

Job satisfaction is primarily dependent on job challenge; whether the work scene stimulates the mind and abilities or is boring and uninteresting. Personal Growth and the feeling of being prepared for future positions of responsibility, on the other hand, seem to be projecting into the future. The better, more responsible jobs, are seen as stepping stones with the current job as the baseline.

Job satisfaction and career intent can be explained by the same factors. Job satisfaction is primarily oriented towards the job challenge and future responsibility areas with lesser emphasis on Personal Growth and career intent dependent on Personal Growth and leadership with work related areas not being of as great an importance

Based on the findings of this research, this author hypothesizes that, for Air Force personnel with less than six years of service, career intent is a function of job satisfaction but job satisfaction is not a function of career

intent. As job satisfaction increases, the attractiveness of an Air Force career also increases. Further, the basic factors associated with job satisfaction and career intent are the same for officers, both rated and non-rated, and enlisted personnel.

The economic, free time, equity, and health factors addressed by this research were statistically significant, but were not of any great value in explaining job satisfaction or career intent.

#### Recommendations for Further Research

Surveys such as the 1975 QOAFI survey are a continuing source of information for use by Air Force management and planning functions. The following changes or additions to the survey are recommended by this author as being of value and possibly offering additional dimensions in explaining the feelings of the Air Force population.

- 1, The addition of a question, to be applicable to officers, showing the source of commission (ROTC, Academy, etc.) and the type of commission (Regular or Reserve). This added information might provide greater insight into the career intent decision and account for more of the variance observed.

2. Rank ordering of the QOAFI indicators. The survey used for this research asked each respondent to state the importance of each of the nine indicators such as economic security, free time, etc. All indicators were uniformly high in importance. By requiring each respondent to rank order

the indicators, it could be shown which areas were the most important.

3. Add additional questions concerning health. Health care for one's self and family is of great importance and yet only two very general questions out of a 150 question survey applied to it.

4. Add a question as concerns patriotism to the survey. Certainly, the Air Force is, in many ways, similar to civilian employment, and yet, in many ways, different. The addition of a question on patriotism might (or might not) provide interesting data. Either way, information provided would be of use.

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APPENDIX A

United States Air Force

Quality of Air Force Life Survey



## SECTION I: PERSONAL INFORMATION

This section will give us a great deal of information on the differing needs and perceptions of groups of people who vary in rank, age, marital status, command, etc.

1-2. Your survey administrator will provide you with a 2-letter code for your base. Mark the first letter of this code in item 1 and the second letter in item 2 of your answer sheet.

3. What is your present active duty grade?

- |                          |                           |
|--------------------------|---------------------------|
| A. Colonel               | I. Senior Master Sergeant |
| B. Lieutenant Colonel    | J. Master Sergeant        |
| C. Major                 | K. Technical Sergeant     |
| D. Captain               | L. Staff Sergeant         |
| E. First Lieutenant      | M. Sergeant               |
| F. Second Lieutenant     | N. Airman First Class     |
| G. Warrant Officer       | O. Airman                 |
| H. Chief Master Sergeant | P. Airman Basic           |

4. What is your command of assignment (the command that maintains your personnel records)?

- |  |   |
|--|---|
| A. Alaskan Air Command                     | N. Air Force Data Automation Agency           |
| B. U.S. Air Force Academy                  | O. Headquarters Command                       |
| C. Aerospace Defense Command               | P. Military Airlift Command                   |
| D. U.S. Air Forces In Europe               | Q. Pacific Air Forces                         |
| E. Air Force Accounting and Finance Center | R. Strategic Air Command                      |
| F. Air Force Logistics Command             | S. Tactical Air Command                       |
| G. Air Force Systems Command               | T. USAF Security Service                      |
| H. Air Reserve Personnel Center            | U. Air Force Military Personnel Center        |
| I. Air Training Command                    | V. Air Force Inspection and Safety Center     |
| J. Air University                          | W. Air Force Audit Agency                     |
| K. U.S. Air Forces Southern Command        | X. Air Force Office of Special Investigations |
| L. Headquarters Air Force Reserve          | Y. Other                                      |
| M. Headquarters USAF                       |   |

5. How much total active federal military service have you completed?

- |                              |                              |
|------------------------------|------------------------------|
| A. Less than 1 year          | Q. 16 years but less than 17 |
| B. 1 year but less than 2    | R. 17 years but less than 18 |
| C. 2 years but less than 3   | S. 18 years but less than 19 |
| D. 3 years but less than 4   | T. 19 years but less than 20 |
| E. 4 years but less than 5   | U. 20 years but less than 21 |
| F. 5 years but less than 6   | V. 21 years but less than 22 |
| G. 6 years but less than 7   | W. 22 years but less than 23 |
| H. 7 years but less than 8   | X. 23 years but less than 24 |
| I. 8 years but less than 9   | Y. 24 years but less than 25 |
| J. 9 years but less than 10  | Z. 25 years but less than 26 |
| K. 10 years but less than 11 | O. 26 years but less than 27 |
| L. 11 years but less than 12 | 1. 27 years but less than 28 |
| M. 12 years but less than 13 | 2. 28 years but less than 29 |
| N. 13 years but less than 14 | 3. 29 years but less than 30 |
| O. 14 years but less than 15 | 4. 30 years or more          |
| P. 15 years but less than 16 |                              |

6. What is your highest level of education now (include accepted GED credits)?

- A. Grammar school (did not graduate)
- B. Grammar school graduate (no high school)
- C. High school (did not graduate)
- D. High school graduate (no college)
- E. Trade or technical school
- F. Some college, but less than one year
- G. One year college, but less than two
- H. Two years college, but less than three (including two-year associate degree)
- I. Three years or more college, no degree
- J. Registered nurse diploma program
- K. College degree (BS, BA, or equivalent, except LL.B)
- L. Graduate work beyond bachelor degree (no master's degree)
- M. Master's degree
- N. Postgraduate work beyond master's degree
- O. Doctorate Degree (includes LL.B, J.D., D.D.S., M.D., and D.V.M.)

7. What is your marital status?

- |                                    |                      |
|------------------------------------|----------------------|
| A. Married                         | D. Legally separated |
| B. Never been married              | E. Widower/widow     |
| C. Divorced and not remarr-<br>ied |                      |

8. How many dependents do you have? Do not include yourself.
- |          |                  |
|----------|------------------|
| A. None  | F. Five          |
| B. One   | G. Six           |
| C. Two   | H. Seven         |
| D. Three | I. Eight or more |
| E. Four  |                  |
9. Which one of the following do you consider yourself?
- |                                |   |
|--------------------------------|---|
| A. Black                       | D. Oriental American.                             |
| B. Spanish or Mexican American | E. White (other than Spanish or Mexican American) |
| C. American Indian             | F. Other  |
10. What is your sex?
- |         |           |
|---------|-----------|
| A. Male | B. Female |
|---------|-----------|
11. Which one of the following best describes your attitude toward making the Air Force a career?
- |  |
|--|
| A. Definitely intend to make the Air Force a career        |
| B. Most likely will make the Air Force a career            |
| C. Undecided   |
| D. Most likely will not make the Air Force a career        |
| E. Definitely do not intend to make the Air Force a career |
12. Is the person who prepares your performance report (or training report) military or civilian?
- |             |             |
|-------------|-------------|
| A. Military | B. Civilian |
|-------------|-------------|
13. For which of the following do you prepare performance reports/ratings?
- |                                   |
|-----------------------------------|
| A. None                           |
| B. Airmen                         |
| C. Civilians                      |
| D. Airmen and civilians           |
| E. Officers                       |
| F. Officers and airmen            |
| G. Officers and civilians         |
| H. Officers, airmen and civilians |

14. Enter the code for the first digit of your duty Air Force Specialty Code (AFSC) opposite item 14 on your answer sheet.

A. 0	F. 5
B. 1	G. 6
C. 2	H. 7
D. 3	I. 8
E. 4	J. 9

15. Enter the code for the second digit of your duty AFSC opposite item 15 on your answer sheet.

A. 0	F. 5
B. 1	G. 6
C. 2	H. 7
D. 3	I. 8
E. 4	J. 9

16. Enter the code for the third digit of your duty AFSC opposite item 16 on your answer sheet.

A. 0	F. 5
B. 1	G. 6
C. 2	H. 7
D. 3	I. 8
E. 4	J. 9

17. What is your current primary aeronautical rating?

- A. Not applicable, I am enlisted
- B. Pilot
- C. Navigator
- D. Flight Surgeon
- E. Non-rated

## SECTION II: ECONOMIC STANDARD AND ECONOMIC SECURITY

This section of the survey deals with financial aspects of your life and some security features of your career. Below are the definitions we use of these broad terms. As you respond to the ratings of importance, satisfaction, and then the questions keep these definitions in mind.

**ECONOMIC STANDARD:** Satisfaction of basic human needs such as food, clothing; the ability to maintain an acceptable standard of living.

18. What degree of importance do you attach to the above?  
(Select one of the seven points on the importance scale.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

19. To what degree are you satisfied with the ECONOMIC STANDARD, as defined above, aspects of your current life? (Select one of the seven points on the satisfaction scale.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

**ECONOMIC SECURITY:** Guaranteed employment; retirement benefits; insurance; protection for self and family.

20. What degree of importance do you attach to the above?  
(Select one of the seven points on the importance scale.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

21. To what degree are you satisfied with the ECONOMIC SECURITY, as defined above, of your current life?  
(Select one of the seven points on the satisfaction scale.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

In a period of inflation, consideration is being given to providing some type of training to Air Force personnel and/or their spouses in the area of financial management. Such training might be desirable in order to aid people in making their dollars "stretch" and might cover such topics as: building a budget, financing an automobile, shopping for low interest rates, banking, buying a home, etc. The following four questions relate to four types of training which are under consideration.

22. Are you interested in the Air Force providing you short fact sheets on financial matters? Would you read them?
- A. Very interested, and definitely would read them
  - B. Somewhat interested, and probably would read them
  - C. I am not sure/don't know
  - D. Not very interested, and probably would not read them
  - E. Not at all interested, and definitely would not read them
23. Are you interested in a correspondence course on personal financial management? Would you take such a course?
- A. Very interested, and definitely would take
  - B. Somewhat interested, and probably would take
  - C. I am not sure/don't know
  - D. Not very interested, and probably would not take
  - E. Not at all interested, and definitely would not take
24. Are you interested in and would you use the services of a trained Air Force financial consultant free of charge if you felt the need?
- A. Very interested, and definitely would use
  - B. Somewhat interested, and probably would use
  - C. I am not sure/don't know
  - D. Not very interested, and probably would not use
  - E. Not at all interested, and definitely would not use
25. Are you interested in attending an Air Force sponsored series of short courses on managing your personal finances? Would you and/or your spouse attend?
- A. Very interested, and definitely would attend
  - B. Somewhat interested, and probably would attend
  - C. I am not sure/don't know
  - D. Not very interested, and probably would not attend
  - E. Not at all interested, and definitely would not attend

The following is a list of Federal Holidays:

1 Jan 75 - New Year's Day	14 Oct 74 - Columbus Day
17 Feb 75 - President's Day	28 Oct 74 - Veterans' Day
26 May 75 - Memorial Day	27 Nov 74 - Thanksgiving Day
4 Jul 74 - Independence Day	25 Dec 74 - Christmas Day
2 Sep 74 - Labor Day	

26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?

A. 0 days	F. 5 days
B. 1 day	G. 6 days
C. 2 days	H. 7 days
D. 3 days	I. 8 days
E. 4 days	J. 9 days

27. What type of 1974 Federal Income Tax form did you file?

- A. Was not required to file
- B. Short form
- C. Long form, standard deductions
- D. Long form itemized deductions
- E. I prefer not to answer

28. Do you hold a second job?

A. No

Yes, I work

- B. 1-5 hours per week
- C. 6-10 hours per week
- D. 11-20 hours per week
- E. 21-30 hours per week
- F. over 30 hours per week

29. Even though the dollar does not go as far as it used to, I am having no real problems in making ends meet.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

30. Does your spouse work?
- A. Not applicable, I am not married or I am legally separated.  
I am married and my spouse
  - B. Resides with me, and has a paying job
  - C. Resides with me, and does not work
  - D. Does not reside with me, and has a paying job
  - E. Does not reside with me, and does not work
31. The main reason that I have a second job, and/or that my spouse works is that we have to in order to make ends meet.
- A. Not applicable
  - B. Strongly disagree
  - C. Disagree
  - D. Undecided
  - E. Agree
  - F. Strongly agree
32. How often do you have money left over for savings, investment, entertainment, etc., after paying your monthly bills and required expenses?
- A. Never
  - B. Seldom
  - C. Sometimes
  - D. Often
  - E. Always
33. Since 1 January 1975, how many times were you late in paying a monthly bill because of financial reasons?
- A. 0
  - B. 1 time
  - C. 2 times
  - D. 3 times
  - E. More than 3 times
  - F. I prefer not to answer
34. Where do you live?
- A. Dormitory, and I am unmarried
  - B. Dormitory, and I am married
  - C. On-base family housing
  - D. Rented or leased apartment
  - E. Rented or leased mobile home
  - F. Rented or leased house
  - G. Condominium apartment
  - H. Buying own home
  - I. Own mobile home



35. How was your financial situation affected by your last PCS move?

A. Not applicable, I made money or the last PCS move did not adversely affect my financial position.

The last PCS move did affect my financial situation and it took me

- B. 1-2 months to recover
- C. 3-4 months to recover
- D. 5-6 months to recover
- E. 7-8 months to recover
- F. 9-10 months to recover
- G. 11-12 months to recover
- H. More than 12 months to recover
- I. I don't know

### SECTION III. FREE TIME

Numerous aspects of your life are centered around free time activities. Below is a definition of "free time" as we see it. We are examining the satisfaction of Air Force members with various free time aspects of their lives. Related topics are also included in this section.

**FREE TIME:** Amount, use, and scheduling of free time along, or in voluntary associations with others; variety of activities engaged in.

36. What degree of importance do you attach to the above? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

37. To what degree are you satisfied with the FREE TIME aspects of your current life? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

38. Do you use on-base Morale-Welfare-Recreation (MWR) facilities (e.g., golf course, tennis courts, gym, child care center, family services, equipment rental, etc.)?

A. Yes

No, because (Pick the one used most)

- B. I live off base, and it is too inconvenient to use them.
- C. The facilities are not available at my current duty station
- D. The facilities are poorly equipped or have limited equipment
- E. Poor service
- F. Not enough free time to make use of them
- G. Facilities/services are open at the wrong hours
- H. Facilities are over-crowded
- I. Not interested in the facilities/services offered
- J. Other (please specify in comment section)

39. If MWR programs needed volunteers to remain open I would be most willing to volunteer my time for the following programs. (Select only one response.)

A. No, I would not volunteer

Yes, I have/would be willing to volunteer my time for:

- B. Recreation center
- C. Child care center
- D. Youth Center
- E. Gymnasium
- F. Service club
- G. Bowling alley
- H. Golf courses
- I. Auto hobby shop
- J. Crafts hobby shop
- K. Woodworking hobby shop
- L. Other (please specify in comment section)

Select a letter from the scale below to rate questions 40 to 44.  
Are the following MWR facilities/services at your base oriented  
toward courteous service and helping the customer?

- A. Not applicable, I don't use this facility
- B. Never
- C. Seldom
- D. Sometimes
- E. Often
- F. Always

40. Gymnasium, sport facilities

41. Crafts and Hobby shops

42. Recreation Facilities

43. Clubs; Officer, NCO, Airmen

44. Shopping center (BX, Commissary, Concessions)

45. How often do you participate in off-base community functions?

- A. Daily
- B. Once per week
- C. Once every two weeks
- D. Once per month
- E. Less than once per month
- F. I do not participate in off-base functions

46. An Air Force base is a desirable place to live.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

47. An Air Force base is a community. The people on it usually  
care about one another and get involved in base activities  
outside of their work activities.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

48. Did you attend a newcomer orientation program after your last PCS?

- A. No. To the best of my knowledge none was held
- B. No. One was held but I was unable to attend
- C. Yes

Select a letter from the scale below to rate questions 49 thru 52. Were these topics covered at the Newcomer Orientation Program at your present base and how useful were the presentation to you? (Select response "A" if you did not attend a newcomer orientation program at your present base.)

- A. Did not attend an orientation program here
- B. This topic was not covered
- C. Topic was covered and the information was very helpful
- D. Topic was covered and the information was helpful
- E. Topic was covered and the information was somewhat helpful
- F. Topic was covered and the information was of little or no help

49. My new job

50. Organization of assignment (wing, squadron, group, etc.)

51. Base environment: facilities, services, regulations, etc.

52. Local community environment: schools, housing, facilities, etc.

53. Did you have a sponsor for your last PCS move?

Yes, I had one

- A. But did not want one
- B. And wanted one

No, I did not have one

- C. And did not want one
- D. And wanted one

54. If you had a PCS move within the last year, did you receive information from your new duty station prior to your arrival?

- A. Yes
- B. No
- C. I don't know
- D. Not applicable, I did not have a PCS within the last year

55. How helpful was your sponsor on your last PCS move?
- A. Not applicable, I did not have a sponsor
  - B. Very helpful
  - C. Somewhat helpful
  - D. Of little help
  - E. Of no help
  - F. No opinion
56. How do you feel about the sponsorship program in the Air Force?
- A. My past experience has been favorable, and I feel that a sponsor is helpful in getting settled
  - B. My past experience has been unfavorable but I feel that a sponsor could be helpful
  - C. My past experience has been unfavorable, and I prefer not to have one
  - D. Not applicable, I have never had a sponsor
57. Have you had a PCS in the last year?
- A. No
- Yes
- B. I have moved from tech school to my initial base of assignment within the last year
  - C. I went directly from Basic Military Training (BMT) or Officer Training School (OTS) to my first assignment in the past year (other than B, C, and D above)
  - D. I came directly from ROTC to my first assignment in the past year
  - E. I have had a change of assignment PCS in the past year (other than B, C, and D above)
58. Of the following, which area is the one you feel you need assistance most with on your last PCS?
- A. Someone to welcome me
  - B. Housing
  - C. Transportation until permanent arrangements were possible
  - D. Help in locating base and community facilities
  - E. Introduction to new job
  - F. Introduction to social environment
  - G. Some other area
  - H. Not applicable, I do not feel that I needed assistance
59. Which of the following did you evaluate when you had your last PCS?
- A. Sponsorship program
  - B. Formal newcomers' orientation
  - C. Sponsorship program and newcomers' orientation
  - D. Neither sponsorship program nor newcomers' orientation
  - E. Don't remember

#### SECTION IV: WORK

This section deals with various aspects of your work life. Below you see our definition of the factor of "work" and associated dimensions of the concept. Refer to this definition as you respond to the ratings and questions.

WORK: Doing work that is personally meaningful and important; pride in your work, job satisfaction; recognition for my efforts and my accomplishments on the job.

60. What degree of importance do you attach to the above? (Select one of the seven points)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

61. To what degree are you satisfied with the WORK aspects of your current life? (Select one of the seven points)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

62. How do you evaluate your present Air Force job?

I want a challenging job, and my present job is:

- A. Boring
- B. Not challenging
- C. Somewhat challenging
- D. Challenging
- E. Very challenging

I do not want a challenging job, and my present job is:

- F. Boring
- G. Not challenging
- H. Somewhat challenging
- I. Challenging
- J. Very challenging

63. Do you think your present job is preparing you to assume future positions of greater responsibility?
- A. Definitely no
  - B. Probably no
  - C. Undecided
  - D. Probably yes
  - E. Definitely yes
64. Do you want a job which has greater responsibility than your current job?
- A. Definitely no
  - B. Probably no
  - C. Not sure
  - D. Probably yes
  - E. Definitely yes
65. Which one of the following shows how much of the time you feel satisfied with your job?
- A. All the time
  - B. Most of the time
  - C. A good deal of the time
  - D. About half of the time
  - E. Occasionally
  - F. Seldom
  - G. Never
66. Choose the one of the following statements which best tells how well you like your job.
- A. I hate it
  - B. I dislike it
  - C. I don't like it
  - D. I am indifferent to it
  - E. I like it
  - F. I am enthusiastic about it
  - G. I love it
67. Which one of the following best tells how you feel about changing your job
- A. I would quit this job at once if I could
  - B. I would take almost any other job in which I could earn as much as I am earning now
  - C. I would like to change both my job and my occupation
  - D. I would like to exchange my present job for another one
  - E. I am not eager to change my job, but I would do so if I could get a better job
  - F. I cannot think of any jobs for which I would exchange
  - G. I would not exchange my job for any other

68. Which one of the following shows how you think you compare with other people
- A. No one likes his job better than I like mine
  - B. I like my job much better than most people like theirs
  - C. I like my job better than most people like theirs
  - D. I like my job about as well as most people like theirs
  - E. I dislike my job more than most people dislike theirs
  - F. I dislike my job much more than most people dislike theirs
  - G. No one dislikes his job more than I dislike mine
69. Which one of the following factors do you consider the most essential for having a satisfying job?
- A. Challenging work
  - B. Recognition for my work
  - C. Sense of achievement
  - D. Encouragement to use initiative and creativity
  - E. Having responsibility for a job
  - F. Having a good supervisor
  - G. Other, (Please specify in comments section)
70. The Air Force requires me to participate in too many activities that are not related to my job.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
71. If a job were available for me at a base of my choice, I would be willing to pay my own moving expenses to get there.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly Agree
72. Which one of the following factors do you think the Air Force should consider as the most important factor in determining a "hardship" location?
- A. Geographical location
  - B. Availability of commissary, BX, on base recreation, clubs, etc.
  - C. Cost of living
  - D. Housing availability
  - E. Distance from a city of reasonable size



73. Do you know of the Air Force policy which allows airmen in the CONUS who volunteer for overseas short tours (less than 13 months, unaccompanied) to select, with a guarantee, a choice of assignment (if a vacancy exists) either CONUS or a long tour overseas area upon completion of the remote?
- A. Not applicable, I am not enlisted
  - B. No, I would like to know more about it
  - C. No, but I am not interested in volunteering
  - D. Yes, I have already volunteered and/or been selected under this program
  - E. Yes, I have volunteered but have not yet been selected under this program
  - F. Yes, I am aware of the program but not interested in volunteering
74. Would you volunteer for an overseas short tour if guaranteed a CONUS geographic area upon return from overseas but not a choice of bases?
- A. Definitely no
  - B. Probably no
  - C. Undecided
  - D. Probably yes
  - E. Definitely yes
75. If you were on a long overseas, not vulnerable for a short tour, and had a chance to volunteer for a short tour with your choice of follow-on CONUS base of choice, would you volunteer?
- A. Definitely no
  - B. Probably no
  - C. Undecided
  - D. Probably yes
  - E. Definitely yes
76. Have you ever volunteered for a remote assignment?
- A. No
- Yes, because I was vulnerable for remote assignment and:
- B. Wanted to choose my remote assignment
  - C. Wanted to choose my return assignment
  - D. Other
- Yes, though I was not vulnerable for assignment to a short, I wanted:
- E. To get myself or my family to a more desirable location upon return from overseas
  - F. Stability for my family by coming back to the same place
  - G. A specific remote tour
  - H. Other

SECTION V: LEADERSHIP/SUPERVISION

This section of the survey deals, somewhat broadly, with leadership and/or supervision in the Air Force. The statements below give the definition of leadership and/or supervision, we would like for you to use in rating the importance of this factor, your satisfaction of this aspect of your life, and the subsequent questions.

LEADERSHIP/SUPERVISION: Has my interests and that of the Air Force at heart; keeps me informed; approachable and helpful rather than critical; good knowledge of the job.

77. What degree of importance do you attach to the above? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Low						High
Importance		Neutral				Importance

78. To what degree are you satisfied with the LEADERSHIP/SUPERVISION aspects of your current life? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied		Neutral				Satisfied

79. What is your opinion of the quality of leadership in the Air Force?

- A. Excellent
- B. Above average
- C. Average
- D. Below average
- E. Poor
- F. No opinion

80. What kind of influence does your immediate supervisor have on your organization?

- A. Very favorable
- B. Favorable
- C. Neutral
- D. Unfavorable
- E. Very unfavorable
- F. Don't know

81. Are you given the freedom you need to do your job well?

- A. Never
- B. Seldom
- C. Sometimes
- D. Often
- E. Always

82. Does your immediate supervisor give you recognition for a job well done?
- A. Never
  - B. Seldom
  - C. Sometimes
  - D. Frequently
  - E. Always
83. What is your opinion of discipline in today's Air Force?
- A. Too strict
  - B. Somewhat strict
  - C. About right
  - D. Somewhat lenient
  - E. Too lenient
  - F. No opinion
84. The Enlisted Advisory Council (EAC) and the Human Relations Council are used as a means of dealing with problems without going through command channels.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
85. I feel that the use of the above councils to solve problems without going through command channels weakens the Air Force Chain of Command.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
86. The Air Force does a good job of keeping me informed about what is going on.
- A. Strongly disagree (please comment)
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree (please comment)
87. Commander's Call is an effective way for a commander to communicate with his people.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree

Select a letter from the list below to indicate how interested you are in being informed and kept up to date on subjects in the general categories shown in questions 88 thru 94.

- A. Not interested in subjects in this category
- B. Low interest
- C. Moderate interest
- D. High interest
- E. Very high interest in subjects in this category

- 88. National Security Factors: Congressional legislation; Defense budgets; Military Roles and Image; Department of Defense Policies; etc.
- 89. Air Force & Mission: Functions and responsibilities; weapons systems; tactical, strategic, support activities; operational capabilities; etc.
- 90. Military Life Style: Duty periods; rank structure; prestige and status; TDYs; assignment rotation (PCS); discipline; standards; base living; in-service training and professional military education; etc.
- 91. Leisure/Enjoyment: Recreational services; clubs; off duty education; civilian community activities; social activities; etc.
- 92. Health and Well Being: Medical care (self and dependents); counseling and assistance of financial matters; insurance; casualty assistance; etc.
- 93. Job and Career Benefits: Retirement; Pay and Allowances: leave; commissary; BX; promotions; retirement; incentive pays; etc.
- 94. Human Relations: Equal opportunity; social actions; community involvement; drug/alcohol abuse; minority actions; humanitarian actions; interesting Air Force people; etc.

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WE ARE INTERESTED IN RECEIVING YOUR WRITTEN COMMENTS. PLEASE USE THE SPACE PROVIDED AT THE END OF THE SURVEY TO PROVIDE US WITH YOUR FEELINGS ON SUBJECTS THAT YOU CONSIDER IMPORTANT. WE WANT TO KNOW WHAT YOU THINK.

---

Select a letter from the list below to indicate the source which has provided you with the most helpful information about subjects in the categories shown in questions 95 thru 101.

- A. Commander's Call
- B. Official pamphlets, fact sheets, brochures
- C. Consolidated Base Personnel Office (CBPO)
- D. First Sergeant
- E. Immediate supervisor
- F. Unit Commander
- G. Base/Wing Commander
- H. A special group briefing
- I. Air Force friends
- J. Base newspaper
- K. Local civilian newspapers
- L. Other, please specify in the comment section
- M. None

- 95. National Security Factors: Congressional legislation; Defense budgets; Military Roles and Image; Department of Defense Policies; etc.
- 96. Air Force Role & Mission: Functions and responsibilities; weapons systems; tactical, strategic, support activities; operational capabilities; etc.
- 97. Military Life Style: Duty periods; rank structure; prestige and status; TDYs; assignment rotation (PCS); discipline; standards; base living; in-service training and professional military education; etc.
- 98. Leisure/enjoyment: Recreational services; clubs; off duty education; civilian community activities; social activities; etc.
- 99. Health and well being: Medical care (self and dependents); counseling and assistance of financial matters; insurance; casualty assistance; etc.
- 100. Job and career benefits: Retirement; Pay and Allowances; leave; commissary; BX; promotions; retirement; incentive pay; etc.
- 101. Human Relations: Equal opportunity; social actions; community involvement; drug/alcohol abuse; minority actions; humanitarian actions; interesting Air Force people; etc.

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WE ARE INTERESTED IN RECEIVING YOUR WRITTEN COMMENTS. PLEASE USE THE SPACE PROVIDED AT THE END OF THE SURVEY TO PROVIDE US WITH YOUR FEELINGS ON SUBJECTS THAT YOU CONSIDER IMPORTANT. WE WANT TO KNOW WHAT YOU THINK.

---

Select a letter from the list below to indicate the source from which you would most prefer to receive information about subjects in the categories shown in questions 102 thru 108.

- A. Commander's Call
  - B. Official pamphlets, fact sheets, brochures
  - C. Consolidated Base Personnel Office (CBPO)
  - D. First Sergeant
  - E. Immediate supervisor
  - F. Unit Commander
  - G. Base/Wing Commander
  - H. A special group briefing
  - I. Air Force friends
  - J. Base newspaper
  - K. Local civilian newspaper
  - L. Other, please specify in the comment section
  - M. Don't want any information
- 
- 102. National Security Factors: Congressional legislation; Defense budgets; Military Roles and Image; Department of Defense Policies, etc.
  - 103. Air Force Role & Mission: Functions and responsibilities; weapons systems; tactical, strategic, support activities; operational capabilities; etc.
  - 104. Military Life Style: Duty periods; rank structure; prestige and status; TDYs; assignment rotation (PCS); discipline; standards; base living; in-service training and professional military education; etc.
  - 105. Leisure/enjoyment: Recreational services; clubs; off duty education; civilian community activities; social activities; etc.
  - 106. Health and well being: Medical care (self and dependents); counseling and assistance on financial matters; insurance; casualty assistance; etc.
  - 107. Job and career benefits: Retirement; pay and allowances; leave; commissary; BX; promotions; retirement; incentive pays; etc.
  - 108. Human Relations: Equal opportunity; social actions; community involvement; drug/alcohol abuse; minority actions; humanitarian actions; interesting Air Force people; etc.

## SECTION VI: EQUITY

The Air Force is interested in your perceptions of equality in numerous dimensions of your Air Force life. The definition we use for "equity" follows. Consider this definition as you rate the concept and respond to the questions concerning "equity" in the Air Force.

**EQUITY:** Equal opportunity in the Air Force; a fair chance at promotion; an even break in my job/assignment selections.

109. What degree of importance do you attach to the above?  
(Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

110. To what degree are you satisfied with the EQUITY aspects of your current life?

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

111. Do you feel that the work you are now doing is appropriate to the grade you hold?

- A. My grade is much too high for the work I am doing
- B. My grade is somewhat too high for the work I am doing
- C. My grade is about right for the work I am doing
- D. My grade is somewhat too low for the work I am doing
- E. My grade is much too low for the work I am doing
- F. No opinion

112. Race Relations Training courses are effective in getting people to treat each other better.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

113. Would you rather work for (i.e., be rated by) a military or civilian supervisor?

- A. Definitely would rather work for a military supervisor  
(Please comment)
- B. Probably would rather work for a military supervisor
- C. Have no preference
- D. Probably would rather work for a civilian supervisor
- E. Definitely would rather work for a civilian supervisor  
(Please comment)

114. Are civilian Air Force personnel members of the Air Force community?
- A. Definitely no (Please comment)
  - B. Probably no
  - C. Undecided
  - D. Probably yes
  - E. Definitely yes
115. Would you rather supervise military or civilian personnel?
- A. Definitely would rather supervise civilian personnel (Please comment)
  - B. Probably would rather supervise civilian personnel
  - C. Have no preference
  - D. Probably would rather supervise military personnel
  - E. Definitely would rather supervise military personnel (Please comment)
116. Would you rather work with military or civilian co-workers?
- A. Definitely would rather work with civilian co-workers (Please comment)
  - B. Probably would rather work with civilian co-workers
  - C. Have no preference
  - D. Probably would rather work with military co-workers
  - E. Definitely would rather work with military co-workers (Please comment)
117. An individual can get more of an even break in civilian life than in the Air Force.
- A. Strongly disagree (Please comment)
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree (Please comment)
118. How does your supervisor deal with your women co-workers?
- A. Not applicable, there are no women in my unit
- My supervisor is a woman and she:
- B. Expects more from the women workers than the men
  - C. Treats men and women workers the same
  - D. Gives women workers the easy jobs, and the hard jobs to the men
- My supervisor is a man and he:
- E. Expects more from the women workers than the men
  - F. Treats men and women workers the same
  - G. Gives women workers the easy jobs, and the hard jobs to the men



119. In what career fields should Air Force women work?
- A. Women should work in all career fields
  - B. Women should work in all career fields except those involving combat
  - C. Women should work only in those career fields in which they are physically capable
  - D. Women should work only in those fields traditionally occupied by women (e.g., medical, administrative, etc.)
  - E. Women should not be in the Air Force
120. Would you rather work for a man or a woman supervisor?
- A. Strongly prefer a man supervisor (Please comment)
  - B. Prefer a man supervisor
  - C. Have no preference
  - D. Prefer a woman supervisor
  - E. Strongly prefer a woman supervisor (Please comment)
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones.
- A. Yes
  - B. Undecided
  - C. No (please identify those features about the Air Force which you consider highly unfavorable, in the comment section)

#### SECTION VIII: PERSONAL GROWTH

Your perception of "personal growth" in your life is important to the Air Force. This section deals with the personal growth aspects of your job and life. A broad definition of "personal growth" is provided for you to refer to.

PERSONAL GROWTH: To be able to develop individual capacities; education/training; making full use of my abilities; the chance to further my potential.

122. What degree of importance do you attach to the above?  
(Select one of the seven points)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

123. To what degree are you satisfied with the Personal Growth aspects of your current life? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

124. To what extent is dealing with people a part of your job?
- A. Very little
  - B. Little
  - C. Some moderate amount
  - D. Much
  - E. Very much
125. Air Force training programs do not do a very good job of preparing people to get along with other people.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
126. Most senior NCOs (E7 through E9) are primarily supervisors rather than technicians.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
127. How often are you given feedback from your supervisor about your job performance.
- A. Never
  - B. Seldom
  - C. Sometimes
  - D. Frequently
  - E. Very frequently
128. How often do you and your supervisor get together to set your personal performance objectives?
- A. Never
  - B. Seldom
  - C. Sometimes
  - D. Frequently
  - E. Very frequently

129. Have you ever used the Enlisted Advisory Council?

Yes

- A. I have dealt with once with some success
- B. I have dealt with it more than once with success
- C. I have dealt with the council or a member at least once but without success

No

- D. I have never had an occasion to deal with it, though I am aware of its purposes
- E. I have chosen other means of solving problems
- F. I have never heard of it

#### SECTION IX: PERSONAL STANDING

This section of the survey deals with the "Personal Standing" aspects of your life. Using the description/definition given below, rate your present life situation as to the various aspects of "personal standing".

130.. What degree of importance do you attach to the above?  
(Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

131. To what degree are you satisfied with the Personal Standing aspects of your current life? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

132. Basic Military Training does not do an adequate job of preparing Airmen for their first duty assignment.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

133. Technical School Training does not do an adequate job of preparing an Airman for his first duty assignment.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
134. How does the quality of the Airmen entering the Air Force today compare with the quality of Airmen who entered the Air Force in previous years?
- A. Decreased (please comment)
  - B. Remained about the same
  - C. Increased (please comment)
  - D. Don't know
135. I have a lot of respect for most of the Senior NCOs (E7-E9) that I know.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
136. Most of the Senior NCOs (E7-E9) understand and are able to communicate with the people who work with them.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
137. There should be some sort of recognition or ceremony associated with becoming an NCO (E3-E4)
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree

138. Only the grades E-5 to E-9 should be designated non-commissioned officers.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly disagree
139. NCO prestige has declined over the past several years.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
140. Senior NCOs (E7 to E-9) are usually given jobs with less responsibility than they should have.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
141. I think the first sergeant should be the senior NCO in the unit.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree
142. The privileges of the Senior NCO (E7 to E-9) have been declining in the past few years.
- A. Strongly disagree
  - B. Disagree
  - C. Undecided
  - D. Agree
  - E. Strongly agree

AFR 39-10 establishes the Minimally Productive - Limited Potential Airman Separation Program (MPLP) and authorizes the separation of airmen in the grades of E-3 and below who are marginal performers and of little value to the Air Force.

143. Do you know someone who was separated under this program, or were you ever involved in separating an airman under the MPLP program?

- A. No
- Yes. I know, or was involved in separating
- B. 1 airman
- C. 2-5 airmen
- D. 6-10 airmen
- E. 11-20 airmen
- F. More than 20 airmen

144. Which of the following are you?

- A. Commander
- B. First Sergeant
- C. Senior NCO advisor
- D. Supervisor (other than commander, first sergeant or senior NCO advisor)
- E. Other

145. Of the airmen who were separated under the MPLP program, how many do you believe were truly marginal performers and of little value to the Air Force?

- A. Don't know
- B. None of them
- C. Less than 25 percent
- D. 25 to 50 percent
- E. 50 to 75 percent
- F. 75 to 100 percent
- G. All of them

146. What do you feel is the major underlying cause of most of the MPLP separations in the Air Force?

- A. Don't know
- B. Lower quality recruits
- C. Inadequate training
- D. Poor living conditions and/or working conditions
- E. Malassignment or inadequate personnel policies
- F. Personal hang-ups
- G. Other (please comment)

147. Of the airmen who were separated under the MPLP program, how many do you believe would have been separated eventually under the provisions of AFR 39-12 for unfitness, unsuitability, or misconduct?

- A. Don't know
- B. None of them
- C. Less than 25 percent
- D. 25 to 50 percent
- E. 50 to 75 percent
- F. 75 to 100 percent
- G. All of them

148. The prompt separation of marginal performers under the MILP program results in a significant improvement in a unit's productivity and morale.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree
- F. Don't know

Below is a definition of "health" as seen by the group working on this area. Please read it carefully before going on to the ratings; this definition is broader than we often consider "health" to be.

HEALTH: Physical and mental well-being of self and dependents; having illnesses and ailments detected, diagnosed, treated and cured; quality and quantity of health care services provided.

149. What degree of importance do you attach to the above? (Select one of the seven points.)

A....	B....	C....	D....	E....	F....	G
Low			Medium			High
Importance			Importance			Importance

150. To what degree are you satisfied with the HEALTH aspects of your current life? (Select one of the seven points)

A....	B....	C....	D....	E....	F....	G
Highly						Highly
Dissatisfied			Neutral			Satisfied

APPENDIX B

Responses to Selected Questions from the  
Quality of Air Force Life Survey  
(Total Population)



The following is a summary of selected responses for the overall category of officer and enlisted. The number of individuals responding as well as the percentages are given.

<u>Question</u>	<u>N</u>	<u>%</u>
3. What is your present active duty grade?		
A. Colonel	6	.2
B. Lieutenant Colonel	13	.3
C. Major	43	1.1
D. Captain	298	7.6
E. First Lieutenant	469	11.9
F. Second Lieutenant	400	10.2
H. Chief Master Sergeant	4	.1
I. Senior Master Sergeant	3	.1
J. Master Sergeant	4	.1
K. Technical Sergeant	5	.1
L. Staff Sergeant	138	3.5
M. Sergeant	1116	28.4
N. Airman First Class	970	24.7
O. Airman	378	9.6
P. Airman Basic	83	2.1
	<u>3930</u>	
4. What is your command of assignment?		
A. Alaskan Air Command	48	1.2
B. U.S. Air Force Academy	15	.4
C. Aerospace Defense Command	153	3.9
D. U.S. Air Forces In Europe	313	8.0
E. Air Force Accounting and Finance Center	17	.4
F. Air Force Logistics Command	89	2.3
G. Air Force Systems Command	178	4.5
H. Air Reserve Personnel Center	5	.1
I. Air Training Command	594	15.2
J. Air University	31	.8
K. U.S. Air Forces Southern Command	14	.4
L. Headquarters Air Force Reserve	3	.0
M. Headquarters USAF	38	1.0
N. Air Force Data Automation Agency	5	.1
O. Headquarters Command	34	.9
P. Military Airlift Command	550	14.0
Q. Pacific Air Forces	105	2.7
R. Strategic Air Command	1007	25.7
S. Tactical Air Command	514	13.1
T. USAF Security Service	51	1.3
U. Air Force Military Personnel Center	37	.9
W. Air Force Audit Agency	1	.0
X. Air Force Office of Special Investigation	1	.0

<u>Question</u>	<u>N</u>	<u>%</u>
4. Continued		
Y. Other	125 3919	3.2
5. How much total active federal military service have you completed?		
A. Less than 1 year	686	17.5
B. 1 year but less than 2	742	19.0
C. 2 years but less than 3	811	20.7
D. 3 years but less than 4	839	21.4
E. 4 years but less than 5	479	12.2
F. 5 years but less than 6	357 3914	9.1
6. What is your highest level of education now?		
A. Grammar school	3	.0
B. Grammar school graduate	5	.1
C. High school	92	2.4
D. High school graduate	1385	35.5
E. Trade or technical school	161	4.1
F. Some college, less than 1 year	452	11.6
G. One year college, less than 2 years	314	8.1
H. Two years college, but less than 3	186	4.8
I. Three years or more of college	79	2.0
J. Registered Nurse diploma program	32	.8
K. College degree	650	16.7
L. Graduate work	294	7.5
M. Master's degree	117	3.0
N. Postgraduate work	37	.9
O. Doctorate degree	90 3898	2.3
7. What is your marital status?		
A. Married	2182	55.8
B. Never been married	1592	40.7
C. Divorced and not remarried	98	2.5
D. Legally separated	35	.9
E. Widower/widow	4 3911	.1
8. How many dependents do you have?		
A. None	1776	45.3
B. One	979	25.0
C. Two	749	19.1
D. Three	314	8.0
E. Four	70	1.8
F. Five	18	.5

<u>Question</u>	<u>N</u>	<u>%</u>
8. Continued		
G. Six	8	.2
H. Seven	2	.0
I. Eight or more	2	.0
	<u>3918</u>	
9. Which of the following do you consider yourself?		
A. Black	448	11.4
B. Spanish or Mexican American	119	3.0
C. American Indian	49	1.2
D. Oriental American	51	1.3
E. White	3099	79.0
F. Other	159	4.1
	<u>3925</u>	
10. What is your sex?		
A. Male	3532	11.0
B. Female	375	9.6
	<u>3907</u>	
11. Which one of the following describes your attitude toward making the Air Force a Career?		
A. Definitely yes	431	11.0
B. Probably yes	891	22.7
C. Undecided	1240	31.6
D. Probably no	685	17.5
E. Definitely no	677	17.2
	<u>3924</u>	
mean	3.073	
median	3.016	
mode	3.00	
standard error	.020	
standard deviation	1.235	
variance	1.526	
kurtosis	-.922	
skewness	.061	
17. What is your current primary aeronautical rating?		
A. Not applicable, I am enlisted	2701	68.7
B. Pilot	337	8.6
C. Navigator	117	3.0
D. Flight Surgeon	62	1.6
E. Non-rated	713	18.1
	<u>3930</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
19. Economic Standard Satisfaction		
A. Highly dissatisfied	284	7.2
B.	309	7.9
C.	603	15.4
D. Neutral	937	23.9
E.	877	22.3
F.	587	14.9
G. Highly satisfied	329	8.4
	<u>3926</u>	
mean	4.246	
median	4.319	
standard deviation	1.623	
variance	2.635	
kurtosis	-.592	
skewness	-.237	
21. Economic Security Satisfaction		
A. Highly dissatisfied	232	5.9
B.	215	5.5
C.	450	11.5
D. Neutral	846	21.6
E.	880	22.4
F.	753	19.2
G. Highly satisfied	547	13.9
	<u>3923</u>	
mean	4.625	
median	4.748	
standard deviation	1.650	
variance	2.724	
kurtosis	-.468	
skewness	-.439	
26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?		
A. 0 days	1188	30.2
B. 1 day	515	13.2
C. 2 days	476	12.2
D. 3 days	434	11.1
E. 4 days	356	9.1
F. 5 days	265	6.8
G. 6 days	200	5.1
H. 7 days	196	5.0
I. 8 days	171	4.4
J. 9 days	113	2.9
	<u>3914</u>	
mean	2.676	

<u>Question</u>	<u>N</u>	<u>%</u>
29. Even though the dollar does not go as far as it used to, I am having no real problems in making ends meet.		
A. Strongly disagree	568	14.5
B. Disagree	1210	30.9
C. Undecided	432	11.0
D. Agree	1415	35.1
E. Strongly agree	296	7.5
	<u>3921</u>	
37. Free Time Satisfaction		
A. Highly dissatisfied	349	8.9
B.	342	8.7
C.	513	13.1
D. Neutral	836	21.3
E.	813	20.8
F.	624	15.9
G. Highly satisfied	440	11.2
	<u>3917</u>	
mean	4.290	
median	4.403	
standard deviation	1.748	
variance	3.054	
kurtosis	-.780	
skewness	-.263	
61. Work Satisfaction		
A. Highly dissatisfied	556	14.2
B.	439	11.2
C.	460	11.7
D. Neutral	678	17.3
E.	745	19.0
F.	616	15.7
G. Highly satisfied	425	10.8
	<u>3919</u>	
mean	4.063	
median	4.244	
standard deviation	1.906	
variance	3.634	
kurtosis	-1.099	
skewness	-.166	
62. How do you evaluate your present Air Force job?		
I want a challenging job, and my present job is:		
A. Boring	632	16.1
B. Not challenging	624	15.9

<u>Question</u>	<u>N</u>	<u>%</u>
62. Continued		
C. Somewhat challenging	1113	28.4
D. Challenging	870	22.1
E. Very challenging	592	15.1
I do not want a challenging job, and my present job is:		
F. Boring	24	.6
G. Not challenging	14	.4
H. Somewhat challenging	21	.5
I. Challenging	16	.4
J. Very challenging	14	.4
	3920	
63. Do you think your job is preparing you to assume future positions of greater responsibility?		
A. Definitely no	785	20.1
B. Probably no	641	16.4
C. Undecided	442	11.3
D. Probably yes	1271	32.6
E. Definitely yes	765	19.6
	3904	
mean	3.151	
median	3.566	
standard deviation	1.434	
variance	2.056	
kurtosis	-1.330	
skewness	.673	
64. Do you want a job which has greater responsibility than your current job?		
A. Definitely no	170	4.4
B. Probably no	241	6.2
C. Undecided	646	16.5
D. Probably yes	1140	29.2
E. Definitely yes	1711	43.8
	3908	
mean	4.019	
median	4.287	
standard deviation	1.114	
variance	1.241	
kurtosis	.390	
skewness	-1.060	
69. Which <u>one</u> of the following factors do you consider the <u>most</u> essential for having a satisfying job?		
A. Challenging work	639	16.3

<u>Question</u>	<u>N</u>	<u>%</u>
69. Continued		
B. Recognition for my work	533	13.6
C. Sense of achievement	1597	40.8
D. Encouragement to use initiative and creativity	428	10.9
E. Having responsibility for a job	235	6.0
F. Having a good supervisor	294	7.5
G. Other	187	4.8
	3913	
70. The Air Force requires me to participate in too many activities that are not related to my job.		
A. Strongly disagree	308	7.9
B. Disagree	1052	26.9
C. Undecided	744	19.0
D. Agree	1128	28.8
E. Strongly agree	682	17.4
	3914	
78. Leadership/Supervision Satisfaction.		
A. Highly dissatisfied	444	11.3
B.	383	9.8
C.	549	14.0
D. Neutral	974	24.9
E.	779	19.9
F.	534	13.6
G. Highly satisfied	253	6.5
mean	3.990	
median	4.098	
standard deviation	1.697	
variance	2.878	
kurtosis	-.770	
skewness	-.176	
79. What is your opinion of the quality of leadership in the Air Force?		
A. Excellent	122	3.1
B. Above average	828	21.1
C. Average	1561	39.8
D. Below average	745	19.0
E. Poor	516	13.2
F. No opinion	148	3.8
	3920	
80. What kind of influence does your immediate supervisor have on your organization?		

<u>Question</u>	<u>N</u>	<u>%</u>
80. Continued		
A. Very favorable	564	14.4
B. Favorable	1353	34.5
C. Neutral	1018	26.0
D. Unfavorable	440	11.2
E. Very unfavorable	248	6.3
F. Don't know	295	7.5
81. Are you given the freedom you need to do your job well?		
A. Never	229	5.9
B. Seldom	571	14.6
C. Sometimes	1115	28.5
D. Often	1202	20.7
E. Always	791	20.2
	3908	
mean	3.449	
median	3.532	
standard deviation	1.139	
variance	1.296	
kurtosis	-.736	
skewness	-.058	
82. Does your immediate supervisor give you recognition for a job well done?		
A. Never	491	12.6
B. Seldom	758	19.4
C. Sometimes	1355	34.7
D. Frequently	877	22.4
E. Always	427	10.9
	3908	
mean	2.998	
median	3.020	
standard deviation	1.165	
variance	1.358	
kurtosis	-.736	
skewness	-.058	
83. What is your opinion of discipline in today's Air Force?		
A. Too strict	456	11.6
B. Somewhat strict	850	21.7
C. About right	1137	29.1
D. Somewhat lenient	725	18.5
E. Too lenient	504	12.9
F. No opinion	237	6.1
	3909	



<u>Question</u>	<u>N</u>	<u><math>\bar{x}</math></u>
110. Lquity Satisfaction		
A. Highly dissatisfied	380	9.7
B.	321	8.2
C.	527	13.5
D. Neutral	865	22.2
E.	795	20.4
F.	660	16.9
G. Highly satisfied	346	8.9
	<u>3894</u>	
mean	4.217	
median	4.331	
standard deviation	1.726	
variance	2.979	
kurtosis	-.761	
skewness	-.276	
111. Do you feel that the work you are now doing is appropriate to the grade you hold?		
A. Much too high	134	3.4
B. Somewhat too high	254	6.5
C. About right	2088	53.6
D. Somewhat too low	772	19.8
E. Much too low	293	7.5
F. No opinion	351	9.0
	<u>3892</u>	
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones.		
A. Yes	1568	40.7
B. Undecided	1665	43.2
C. No	624	16.1
	<u>3857</u>	
123. Personal Growth Satisfaction		
A. Highly dissatisfied	349	9.0
B.	311	8.0
C.	514	13.2
D. Neutral	806	20.7
E.	1001	25.7
F.	647	16.6
G. Highly Satisfied	260	6.7
	<u>3888</u>	
mean	4.229	
median	4.455	
standard deviation	1.653	
variance	2.733	

<u>Question</u>	<u>N</u>	<u>%</u>
123. Continued		
kurtosis	- .628	
skewness	- .375	
127. How often are you given feedback from your supervisor about your job performance?		
A. Never	527	13.6
B. Seldom	1142	29.4
C. Sometimes	1247	32.1
D. Frequently	773	19.9
E. Very frequently	196	5.0
	<u>3885</u>	
128. How often do you and your supervisor get together to set your personal performance objectives?		
A. Never	1396	36.0
B. Seldom	1063	27.4
C. Sometimes	897	23.1
D. Frequently	440	11.3
E. Very frequently	84	2.2
	<u>3880</u>	
131. Personal Standing Satisfaction		
A. Highly dissatisfied	343	8.8
B.	308	7.9
C.	482	12.4
D. Neutral	787	20.2
E.	934	24.0
F.	751	19.3
G. Highly satisfied	288	7.4
	<u>3893</u>	
mean	4.301	
median	4.528	
standard deviation	1.679	
variance	2.821	
kurtosis	- .657	
skewness	- .408	
150. Health Satisfaction		
A. Highly dissatisfied	276	7.1
B.	299	7.7
C.	406	10.5
D. Neutral	549	14.1
E.	795	20.5
F.	886	21.6
G. Highly satisfied	668	17.2
	<u>3879</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
150. Continued		
mean	4.706	
median	5.015	
standard deviation	1.796	
variance	3.224	
kurtosis	-.701	
skewness	-.543	
151. Job Satisfaction Scores - derived by combining the responses to questions number 65 through 68.		
4.	37	.9
5.	33	.8
6.	54	1.4
7.	56	1.4
8.	81	2.1
9.	84	2.2
10.	99	2.5
11.	148	3.8
12.	154	4.0
13.	170	4.4
14.	232	6.0
15.	214	5.5
16.	229	5.9
17.	273	7.0
18.	280	7.2
19.	309	7.9
20.	323	8.3
21.	282	7.3
22.	286	7.3
23.	186	4.8
24.	168	4.3
25.	91	2.3
26.	46	1.2
27.	25	.6
28.	28	.7
	<u>3888</u>	
mean	17.155	
median	17.786	
mode	20.	
standard error	.082	
standard deviation	5.106	
variance	26.076	
kurtosis	-.374	
skewness	-.414	

APPENDIX C

Responses to Selected Question from the  
Quality of Air Force Life Survey  
(Officers)

The following is a summary of selected responses for the overall category of officers. The number of individuals responding as well as the percentages are given.

<u>Question</u>	<u>N</u>	<u>%</u>
3. What is your present active duty grade?		
A. Colonel	6	.5
B. Lieutenant Colonel	13	1.1
C. Major	43	3.5
D. Captain	298	24.2
E. First Lieutenant	469	38.2
F. Second Lieutenant	400	32.5
	1229	
4. What is your command of assignment?		
A. Alaskan Air Command	9	.7
B. U.S. Air Force Academy	6	.5
C. Aerospace Defense Command	43	3.5
D. U.S. Air Force In Europe	63	5.1
E. Air Force Accounting and Finance Center	2	.2
F. Air Force Logistics Command	27	2.2
G. Air Force Systems Command	81	6.6
H. Air Reserve Personnel Center	2	.2
I. Air Training Command	269	21.9
J. Air University	12	1.0
K. U.S. Air Forces Southern Command	3	.2
L. Headquarters Air Force Reserve	2	.2
M. Headquarters USAF	8	.7
N. Air Force Data Automation Agency	3	.2
O. Headquarters Command	15	1.2
P. Military Airlift Command	170	13.9
Q. Pacific Air Forces	29	2.4
R. Strategic Air Command	323	26.3
S. Tactical Air Command	106	8.6
T. USAF Security Service	14	1.1
U. Air Force Military Personnel Center	3	.2
W. Air Force Audit Agency	1	.1
X. Air Force Office of Special Investigation	1	.1
Y. Other	35	2.9
	1227	
5. How much total active federal military service have you completed?		
A. Less than 1 year	189	15.5
B. 1 year but less than 2	200	16.4

<u>Question</u>	<u>N</u>	<u>%</u>
5. Continued		
C. 2 years but less than 3	216	17.7
D. 3 years but less than 4	245	20.1
E. 4 years but less than 5	211	17.3
F. 5 years but less than 6	158	13.0
	<u>1219</u>	
6. What is your highest level of education now?		
A. Grammar school	1	.1
B. Grammar school graduate	2	.1
C. High school	3	.2
D. High school graduate	3	.2
E. Trade or technical school	2	.2
G. One year college, less than 2 years	5	.4
H. Two years college, but less than 3 years	13	1.1
I. Three years or more of college	6	.5
J. Registered Nurse Diploma program	32	2.7
K. College degree	614	51.1
L. Graduate work	280	23.3
M. Master's degree	116	9.7
N. Postgraduate work	35	2.9
O. Doctorate degree	89	7.4
	<u>1202</u>	
7. What is your marital status?		
A. Married	802	66.1
B. Never been married	366	30.2
C. Divorced and not remarried	32	2.6
D. Legally separated	11	.9
E. Widower/widow	2	.2
	<u>1213</u>	
8. How many dependents do you have?		
A. None	432	35.5
B. One	366	30.0
C. Two	240	19.7
D. Three	132	10.8
E. Four	28	2.3
F. Five	10	.8
G. Six	6	.5
H. Seven	2	.2
I. Eight or more	2	.2
	<u>1218</u>	
9. Which of the following do you consider yourself?		
A. Black	44	3.6

<u>Question</u>	<u>N</u>	<u>%</u>
9. Continued		
B. Spanish or Mexican American	17	1.4
C. American Indian	2	.2
D. Oriental American	14	1.1
E. White	1118	91.0
F. Other	34	2.8
	<u>1229</u>	
10. What is your sex?		
A. Male	1103	90.9
B. Female	111	9.1
11. Which one of the following describes your attitude toward making the Air Force a career?		
A. Definitely yes	207	16.9
B. Probably yes	351	28.7
C. Undecided	339	27.6
D. Probably no	166	13.6
E. Definitely no	162	13.2
	<u>1225</u>	
mean	2.776	
median	2.661	
mode	2.000	
standard error	.036	
standard deviation	1.256	
variance	1.578	
kurtosis	-.857	
skewness	.317	
17. What is your current primary aeronautical rating?		
B. Pilot	337	27.5
C. Navigator	117	9.5
D. Flight Surgeon	62	5.0
E. Non-rated	713	58.0
	<u>1229</u>	
19. Economic Standard Satisfaction		
A. Highly dissatisfied	24	1.9
B.	52	4.2
C.	101	8.2
D. Neutral	163	13.3
E.	391	31.8
F.	334	27.2
G. Highly satisfied	164	13.3
	<u>1229</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
19. Continued		
mean	5.037	
median	5.202	
standard deviation	1.400	
variance	1.960	
kurtosis	.275	
skewness	-.751	
21. Economic Security Satisfaction		
A. Highly dissatisfied	55	4.5
B.	89	7.3
C.	175	14.3
D. Neutral	182	14.8
E.	322	26.2
F.	266	21.7
G. Highly satisfied	138	11.2
	<u>1227</u>	
mean	4.611	
median	4.849	
standard deviation	1.614	
variance	2.606	
kurtosis	-.574	
skewness	-.453	
26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?		
A. 0 days	431	35.2
B. 1 day	176	14.4
C. 2 days	165	13.5
D. 3 days	136	11.1
E. 4 days	106	8.7
F. 5 days	77	6.3
G. 6 days	56	4.6
H. 7 days	43	3.5
I. 8 days	19	1.6
J. 9 days	14	1.1
	<u>1223</u>	
mean	3.157	
29. Even though the dollar does not go as far as it used to, I am having no real problems in making ends meet.		
A. Strongly disagree	69	5.6
B. Disagree	271	22.1
C. Undecided	101	8.2
D. Agree	608	49.7



<u>Question</u>	<u>N</u>	<u>%</u>
29. Continued		
E. Strongly agree	<u>177</u>	14.4
	1226	
37. Free Time Satisfaction		
A. Highly dissatisfied	61	5.0
B.	127	10.3
C.	181	14.7
D. Neutral	200	16.3
E.	302	24.6
F.	234	19.0
G. Highly satisfied	<u>124</u>	10.1
	1229	
mean	4.426	
median	4.651	
standard deviation	1.656	
variance	2.743	
kurtosis	-.783	
skewness	-.309	
61. Work Satisfaction		
A. Highly satisfied	121	9.9
B.	132	10.8
C.	145	11.8
D. Neutral	146	11.8
E.	291	23.7
F.	250	20.4
G. Highly satisfied	<u>142</u>	11.6
	1227	
mean	4.363	
median	4.739	
standard deviation	1.844	
variance	3.401	
kurtosis	-.967	
skewness	-.382	
62. How do you evaluate your present Air Force job?		
I want a challenging job, and my present job is:		
A. Boring	99	8.1
B. Not challenging	134	10.9
C. Somewhat challenging	329	26.8
D. Challenging	365	29.7
E. Very challenging	292	23.0
I do not want a challenging job, and my present job is:		
F. Boring	2	.2

<u>Question</u>	<u>N</u>	<u>%</u>
62. Continued		
G. Not challenging	2	.2
H. Somewhat challenging	2	.2
J. Very challenging	2	.2
	<u>1227</u>	
63. Do you think your job is preparing you to assume future positions of greater responsibility?		
A. Definitely no	144	11.8
B. Probably no	171	14.0
C. Undecided	115	9.4
D. Probably yes	418	34.1
E. Definitely yes	377	30.8
	<u>1225</u>	
mean	3.582	
median	3.937	
standard deviation	1.358	
variance	1.845	
kurtosis	-.832	
skewness	-.676	
64. Do you want a job which has greater responsibility than your current job?		
A. Definitely no	22	1.8
B. Probably no	58	4.7
C. Undecided	75	6.1
D. Probably yes	294	24.0
E. Definitely yes	776	63.3
	<u>1225</u>	
mean	4.424	
median	4.711	
standard deviation	.932	
variance	.867	
kurtosis	2.905	
skewness	-1.821	
69. Which <u>one</u> of the following factors do you consider the <u>most</u> essential for having a satisfying job?		
A. Challenging work	232	19.0
B. Recognition for my work	122	10.0
C. Sense of achievement	578	47.3
D. Encouragement to use initiative and creativity	137	11.2
E. Having responsibility for a job	60	4.9
F. Having a good supervisor	39	3.2
G. Other	55	4.5
	<u>1223</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
70. The Air Force requires me to participate in too many activities that are not related to my job.		
A. Strongly disagree	90	7.4
B. Disagree	384	31.4
C. Undecided	214	17.5
D. Agree	355	29.0
E. Strongly agree	181	14.8
	<u>1224</u>	
78. Leadership/Supervision Satisfaction		
A. Highly dissatisfied	107	8.7
B.	113	9.2
C.	172	14.0
D. Neutral	225	18.4
E.	295	24.1
F.	225	18.4
G. Highly satisfied	89	7.3
	<u>1226</u>	
mean	4.239	
median	4.098	
standard deviation	1.693	
variance	2.868	
kurtosis	-.769	
skewness	-.337	
79. What is your opinion of the quality of leadership in the Air Force?		
A. Excellent	42	3.4
B. Above average	392	32.1
C. Average	486	39.7
D. Below average	182	14.9
E. Poor	105	8.6
F. No opinion	16	1.3
	<u>1223</u>	
80. What kind of influence does your immediate supervisor have on your organization?		
A. Very favorable	207	16.9
B. Favorable	512	41.8
C. Neutral	287	23.4
D. Unfavorable	118	9.6
E. Very unfavorable	63	5.1
F. Don't know	38	3.1
	<u>1225</u>	
81. Are you given the freedom you need to do your job well?		
A. Never	39	3.2
B. Seldom	154	12.6

<u>Question</u>	<u>N</u>	<u>%</u>
81. Continued		
C. Sometimes	323	26.4
D. Often	442	36.2
E. Always	264	21.6
	<u>1222</u>	
mean	3.604	
median	3.715	
standard deviation	1.056	
variance	1.116	
kurtosis	-.453	
skewness	-.451	
82. Does your immediate supervisor give you recognition for a job well done?		
A. Never	80	6.5
B. Seldom	191	15.6
C. Sometimes	450	36.7
D. Frequently	361	29.5
E. Always	143	11.7
	<u>1225</u>	
mean	3.242	
median	3.259	
standard deviation	1.059	
variance	1.121	
kurtosis	-.424	
skewness	-.233	
83. What is your opinion of discipline in today's Air Force?		
A. Too strict	59	4.8
B. Somewhat strict	203	16.6
C. About right	425	34.8
D. Somewhat lenient	299	24.5
E. Too lenient	198	16.2
F. No opinion	37	3.0
	<u>1221</u>	
110. Equity Satisfaction		
A. Highly dissatisfied	71	5.9
B.	103	8.5
C.	154	12.8
D. Neutral	202	16.7
E.	269	22.3
F.	287	23.8
G. Highly satisfied	121	10.0
	<u>1207</u>	
mean	4.524	

<u>Question</u>	<u>N</u>	<u>%</u>
110. Continued		
median	4.773	
standard deviation	1.674	
variance	2.802	
kurtosis	-.684	
skewness	-.452	
111. Do you feel that the work you are now doing is appropriate to the grade you hold?		
A. Much too high	42	3.5
B. Somewhat too high	101	8.4
C. About right	777	64.3
D. Somewhat too low	187	15.5
E. Much too low	50	4.1
F. No opinion	51	4.2
	<u>1208</u>	
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones.		
A. Yes	653	54.4
B. Undecided	380	31.6
C. No	168	14.0
	<u>1201</u>	
123. Personal Growth Satisfaction		
A. Highly dissatisfied	94	7.8
B.	105	8.7
C.	141	11.7
D. Neutral	152	12.6
E.	365	30.2
F.	277	22.9
G. Highly satisfied	75	6.2
	<u>1209</u>	
mean	4.423	
median	4.808	
standard deviation	1.663	
variance	2.764	
kurtosis	-.597	
skewness	-.584	
127. How often are you given feedback from your supervisor about your job performance?		
A. Never	78	6.5
B. Seldom	280	23.2
C. Sometimes	401	33.2
D. Frequently	366	30.3
E. Very frequently	84	6.9
	<u>1209</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
128. How often do you and your supervisor get together to set your personal performance objectives?		
A. Never	383	31.7
B. Seldom	379	31.4
C. Sometimes	276	22.8
D. Frequently	140	11.6
E. Very frequently	30	2.5
	<u>1208</u>	
131. Personal Standing Satisfaction		
A. Highly dissatisfied	36	3.0
B.	60	5.0
C.	112	9.2
D. Neutral	186	15.3
E.	352	29.0
F.	362	29.9
G. Highly satisfied	104	8.6
	<u>1212</u>	
mean	4.865	
median	5.102	
standard deviation	1.438	
variance	2.069	
kurtosis	.145	
skewness	-.775	
150. Health Satisfaction		
A. Highly dissatisfied	61	5.0
B.	109	9.0
C.	133	11.0
D. Neutral	132	10.9
E.	276	22.8
F.	303	25.0
G. Highly satisfied	196	16.2
	<u>1210</u>	
mean	4.774	
median	5.116	
standard deviation	1.737	
variance	3.016	
kurtosis	-.662	
skewness	-.582	
151. Job Satisfaction Scores - derived by combining the responses to questions number 65 through 68.		
4.	1	.1
5.	3	.2

	<u>Question</u>	<u>N</u>	<u>%</u>
151.	Continued		
	6.	9	.7
	7.	12	1.0
	8.	18	1.5
	9.	19	1.6
	10.	22	1.8
	11.	33	2.7
	12.	38	3.1
	13.	49	4.0
	14.	56	4.6
	15.	60	4.9
	16.	63	5.2
	17.	75	6.2
	18.	82	6.7
	19.	101	8.3
	20.	110	9.0
	21.	105	8.6
	22.	123	10.1
	23.	79	6.5
	24.	76	6.2
	25.	41	3.4
	26.	15	1.2
	27.	14	1.2
	28.	13	1.1
mean		15.422	
median		16.178	
mode		19.000	
standard error		.136	
standard deviation		4.758	
variance		22.634	
kurtosis		-.243	
skewness		-.515	

APPENDIX D

Responses to Selected Questions from the  
Quality of Air Force Life Survey  
(Rated Officers)



The following is a summary of selected responses for the category of rated officers. The number of individuals responding as well as the percentages are given.

<u>Question</u>	<u>N</u>	<u>%</u>
3. What is your present duty grade?		
A. Colonel	5	1.0
B. Lieutenant Colonel	10	1.9
C. Major	9	1.7
D. Captain	137	26.6
E. First Lieutenant	237	45.9
F. Second Lieutenant	118	22.9
	<u>516</u>	
4. What is your command of assignment?		
A. Alaskan Air Command	1	.2
B. U.S. Air Force Academy	4	.8
C. Aerospace Defense Command	16	3.1
D. U.S. Air Forces In Europe	27	2.5
F. Air Force Logistics Command	1	.2
G. Air Force Systems Command	8	1.6
H. Air Reserve Personnel Center	1	.2
I. Air Training Command	133	25.8
J. Air University	2	.4
K. U.S. Air Forces Southern France	1	.2
L. Headquarters Air Force Reserve	1	.2
M. Headquarters USAF	3	.6
O. Headquarters Command	1	.2
P. Military Airlift Command	105	20.3
Q. Pacific Air Forces	15	2.9
R. Strategic Air Command	121	23.4
S. Tactical Air Command	57	11.0
T. USAF Security Service	10	1.9
U. Air Force Military Personnel Center	2	.4
Y. Other	7	1.4
	<u>516</u>	
5. How much total active federal military service have you completed?		
A. Less than 1 year	24	4.7
B. 1 year but less than 2	64	12.5
C. 2 years but less than 3	108	21.1
D. 3 years but less than 4	115	22.5
E. 4 years but less than 5	122	23.9
F. 5 years but less than 6	78	15.3
	<u>511</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
6. What is your highest level of education now?		
B. Grammar school graduate	2	.4
C. High school	2	.4
D. High school graduate	2	.4
E. Trade or technical school	2	.4
G. One year college, less than 2 years	1	.2
H. Two years college, but less than 3 years	4	.8
I. Three years or more of college	3	.6
J. Registered nurse diploma program	2	.4
K. College degree	331	65.3
L. Graduate work	108	21.3
M. Master's degree	27	5.3
N. Postgraduate work	7	1.4
O. Doctorate degree	16	3.1
	<u>508</u>	
7. What is your marital status?		
A. Married	360	71.7
B. Never been married	120	23.9
C. Divorced and not remarried	14	2.8
D. Legally separated	8	1.6
	<u>502</u>	
8. How many dependents do you have?		
A. None	143	28.3
B. One	158	31.3
C. Two	115	22.8
D. Three	68	13.5
E. Four	10	2.0
F. Five	5	1.0
G. Six	3	.6
H. Seven	2	.4
I. Eight or more	1	.2
9. Which of the following do you consider yourself?		
A. Black	21	4.1
B. Spanish or Mexican American	7	1.4
C. American Indian	2	.4
D. Oriental American	4	.8
E. White	476	92.1
F. Other	6	1.2
	<u>516</u>	
10. What is your sex?		
A. Male	486	96.0
B. Female	19	4.0

<u>Question</u>	<u>N</u>	<u>%</u>
11. Which one of the following describes your attitude toward making the Air Force a career?		
A. Definitely yes	92	17.9
B. Probably yes	155	30.2
C. Undecided	151	29.4
D. Probably no	66	12.9
E. Definitely no	49	9.6
	<u>513</u>	
mean	2.659	
median	2.563	
mode	2.000	
standard error	.004	
standard deviation	.099	
variance	.010	
kurtosis	-.647	
skewness	.382	
17. What is your current primary aeronautical rating?		
A. Pilot	337	65.3
B. Navigator	117	22.7
C. Flight surgeon	62	12.0
	<u>516</u>	
19. Economic Standard Satisfaction		
A. Highly dissatisfied	4	.8
B.	24	4.7
C.	32	6.2
D. Neutral	63	12.2
E.	171	33.1
F.	154	29.8
G. Highly satisfied	68	13.7
	<u>516</u>	
mean	5.145	
median	5.289	
standard deviation	1.312	
variance	1.721	
kurtosis	.419	
skewness	-.786	
21. Economic Security Satisfaction		
A. Highly dissatisfied	21	4.1
B.	42	8.1
C.	87	16.9
D. Neutral	77	14.9
E.	142	27.5
F.	98	19.0
G. Highly satisfied	49	9.5
	<u>516</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
21. Continued		
mean	4.486	
median	4.718	
standard deviation	1.587	
variance	2.518	
kurtosis	-.663	
skewness	-.337	
26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?		
A. 0 days	121	23.5
B. 1 day	75	14.6
C. 2 days	89	17.3
D. 3 days	74	14.4
E. 4 days	65	12.6
F. 5 days	34	6.6
G. 6 days	31	6.0
H. 7 days	13	2.5
I. 8 days	8	1.6
J. 9 days	4	.8
	<u>514</u>	
mean	3.494	
29. Even though the dollar does not go as far as it used to, I am having no real problems making ends meet.		
A. Strongly disagree	29	5.6
B. Disagree	106	20.5
C. Undecided	52	10.1
D. Agree	250	48.4
E. Strongly agree	79	15.3
	<u>516</u>	
37. Free Time Satisfaction		
A. Highly dissatisfied	33	6.4
B.	62	12.0
C.	82	15.9
D. Neutral	84	16.3
E.	130	25.2
F.	93	18.0
G. Highly satisfied	32	6.2
	<u>516</u>	
mean	4.207	
median	4.464	
standard deviation	1.646	
variance	2.708	

<u>Question</u>	<u>N</u>	<u>%</u>
37. Continued		
kurtosis	- .853	
skewness	- .263	
61. Work Satisfaction		
A. Highly dissatisfied	44	8.5
B.	42	8.2
C.	53	10.3
D. Neutral	58	11.3
E.	151	29.3
F.	103	20.0
G. Highly satisfying	64	12.4
	<u>515</u>	
mean	4.544	
median	4.901	
standard deviation	1.766	
variance	3.120	
kurtosis	- .637	
skewness	- .556	
62. How do you evaluate your present Air Force job?		
I want a challenging job and my present job is:		
A. Boring	29	5.6
B. Not challenging	35	6.8
C. Somewhat challenging	137	26.6
D. Challenging	182	35.3
E. Very challenging	129	25.0
I do not want a challenging job and my present job is:		
F. Boring	1	.2
G. Not challenging	1	.2
H. Somewhat challenging	1	.2
J. Very challenging	1	.2
	<u>516</u>	
63. Do you think your job is preparing you to assume future positions of greater responsibility?		
A. Definitely no	58	11.3
B. Probably no	67	13.0
C. Undecided	46	8.9
D. Probably yes	178	34.6
E. Definitely yes	166	32.2
	<u>515</u>	
mean	3.635	
median	3.986	
standard deviation	1.348	
variance	1.816	

<u>Question</u>	<u>N</u>	<u>%</u>
63. Continued		
kurtosis	- .717	
skewness	- .744	
64. Do you want a job which has greater responsibility than your current job?		
A. Definitely no	10	1.9
B. Probably no	27	5.3
C. Undecided	33	6.4
D. Probably yes	107	20.9
E. Definitely yes	336	65.5
	513	
mean	4.427	
median	4.737	
standard deviation	.962	
variance	.925	
kurtosis	2.703	
skewness	-1.823	
69. Which <u>one</u> of the following factors do you consider the <u>most</u> essential for having satisfying work?		
A. Challenging work	79	15.3
B. Recognition for my work	67	13.0
D. Encouragement to use initiative and creativity	50	9.7
C. Sense of achievement	252	48.9
E. Having responsibility for a job	29	5.6
F. Having a good supervisor	17	3.3
G. Other	21	4.1
	515	
70. The Air Force requires me to participate in too many activities that are not related to my job.		
A. Strongly disagree	34	6.6
B. Disagree	170	33.1
C. Undecided	100	19.4
D. Agree	135	26.3
E. Strongly agree	75	14.6
	514	
78. Leadership/Supervision Satisfaction		
A. Highly dissatisfied	33	6.4
B.	48	9.3
C.	75	14.5
D. Neutral	86	16.7
E.	142	27.5
F.	97	18.8
G. Highly satisfied	35	6.8
	516	

<u>Question</u>	<u>N</u>	<u>%</u>
78. Continued		
mean	4.331	
median	4.613	
standard deviation	1.620	
variance	2.626	
kurtosis	-.665	
skewness	-.388	
79. What is your opinion of the quality of leadership in the Air Force?		
A. Excellent	17	3.3
B. Above average	169	32.9
C. Average	206	40.2
D. Below average	77	15.0
E. Poor	42	8.2
F. No opinion	2	.4
	<u>513</u>	
80. What kind of influence does your immediate supervisor have on your organization?		
A. Very favorable	85	16.5
B. Favorable	230	44.7
C. Neutral	130	25.2
D. Unfavorable	33	6.4
E. Very unfavorable	20	3.9
F. Don't know	17	3.3
	<u>515</u>	
81. Are you given the freedom you need to do your job well?		
A. Never	15	2.9
B. Seldom	66	12.8
C. Sometimes	140	27.2
D. Often	203	39.5
E. Always	90	17.5
	<u>514</u>	
mean	3.558	
median	3.677	
standard deviation	1.015	
variance	1.031	
kurtosis	-.349	
skewness	-.444	

<u>Question</u>	<u>N</u>	<u>%</u>
82. Does your supervisor give you recognition for a job well done?		
A. Never	22	4.3
B. Seldom	82	16.0
C. Sometimes	186	36.2
D. Frequently	173	33.7
E. Always	51	9.9
	<u>514</u>	
mean	3.290	
median	3.323	
standard deviation	.991	
variance	.982	
kurtosis	-.340	
skewness	-.256	
83. What is your opinion of discipline in today's Air Force?		
A. Too strict	27	5.3
B. Somewhat strict	87	17.0
C. About right	204	39.9
D. Somewhat lenient	119	23.3
E. Too lenient	63	12.3
F. No opinion	11	2.2
	<u>511</u>	
110. Equity Satisfaction		
A. Highly dissatisfied	31	6.2
B.	43	8.6
C.	63	12.6
D. Neutral	82	16.4
E.	112	22.3
F.	123	24.5
G. Highly satisfied	47	9.4
	<u>501</u>	
mean	4.513	
median	4.781	
standard deviation	1.679	
variance	2.818	
kurtosis	-.684	
skewness	-.472	
111. Do you feel that the work you are now doing is appropriate to the grade you hold?		
A. Much too high	12	2.4
B. Somewhat too high	27	5.4
C. About right	371	74.3
D. Somewhat too low	67	13.5
E. Much too low	7	1.4
F. No opinion	15	3.0
	<u>499</u>	



<u>Question</u>	<u>N</u>	<u>%</u>
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones?		
A. Yes	287	52.7
B. Undecided	143	28.8
C. No	67	13.5
	<u>497</u>	
123. Personal Growth Satisfaction		
A. Highly dissatisfied	34	6.8
B.	43	8.6
C.	55	11.0
D. Neutral	65	13.0
E.	169	33.7
F.	106	21.2
G. Highly satisfied	29	5.8
	<u>501</u>	
mean	4.449	
median	4.817	
standard deviation	1.604	
variance	2.572	
kurtosis	-.437	
skewness	-.629	
127. How often are you given feedback from your supervisor about your job performance?		
A. Never	16	3.2
B. Seldom	107	21.2
C. Sometimes	175	34.9
D. Frequently	174	34.7
E. Very frequently	30	6.0
	<u>502</u>	
128. How often do you and your supervisor get together to set your personal performance objectives?		
A. Never	134	45.5
B. Seldom	158	31.5
C. Sometimes	136	27.1
D. Frequently	65	13.0
E. Very frequently	8	1.6
	<u>501</u>	

<u>Question</u>		<u>N</u>	<u>%</u>
131. Personal Standing Satisfaction			
A.	Highly dissatisfied	11	2.2
B.		28	5.6
C.		52	10.3
D.	Neutral	70	13.9
E.		152	30.3
F.		150	29.9
G.	Highly satisfied	39	7.8
		<u>502</u>	
mean		4.853	
median		5.092	
standard deviation		1.414	
variance		1.998	
kurtosis		.014	
skewness		-.735	
150. Health Satisfaction			
A.	Highly dissatisfied	31	6.2
B.		43	8.6
C.		61	12.2
D.	Neutral	48	9.6
E.		123	24.5
F.		110	21.9
G.	Highly satisfied	85	17.0
		<u>501</u>	
mean		4.715	
median		5.049	
standard deviation		1.780	
variance		3.168	
kurtosis		-.725	
skewness		-.541	
151. Job Satisfaction Scores - derived by combining the responses to questions number 65 through 68.			
4.		1	.2
6.		1	.2
7.		2	.4
8.		4	.8
9.		5	1.0
10.		6	1.2
11.		10	2.0
12.		13	2.5
13.		13	2.5
14.		17	3.3
15.		24	4.7
16.		37	7.2
17.		27	5.3
18.		33	6.5

	<u>Question</u>	<u>N</u>	<u>%</u>
151.	Continued		
	19.	41	8.0
	20.	57	11.2
	21.	53	10.4
	22.	61	11.9
	23.	33	6.5
	24.	39	7.6
	25.	14	2.7
	26.	8	1.6
	27.	6	1.2
	28.	6	1.2
		<u>511</u>	
mean		19.170	
median		19.877	
mode		22.000	
standard error		.188	
standard deviation		4.259	
variance		18.142	
kurtosis		.177	
skewness		-.595	

APPENDIX E

Responses to Selected Questions from the  
Quality of Air Force Life Survey  
(Non-Rated Officers)

The following is a summary of selected responses for the category of non-rated officers. The number of individuals responding as well as the percentages are given.

<u>Question</u>	<u>N</u>	<u>%</u>
3. What is your present active duty grade?		
A. Colonel	1	.1
B. Lieutenant Colonel	3	.4
C. Major	34	4.8
D. Captain	161	22.6
E. First Lieutenant	232	32.5
F. Second Lieutenant	282	39.6
	<u>713</u>	
4. What is your command of assignment?		
A. Alaskan Air Command	8	1.1
B. U.S. Air Force Academy	2	.3
C. Aerospace Defense Command	27	3.8
D. U.S. Air Forces in Europe	36	5.1
E. Air Force Accounting and Finance Center	2	.3
F. Air Force Logistics Command	26	3.7
G. Air Force Systems Command	73	10.3
H. Air Reserve Personnel Center	1	.1
I. Air Training Command	136	19.1
J. Air University	10	1.4
K. U.S. Air Forces Southern Command	2	.3
L. Headquarters Air Force Reserve	1	.1
M. Headquarters USAF	5	.7
N. Air Force Data Automation Agency	3	.4
O. Headquarters Command	14	2.0
P. Military Airlift Command	65	9.1
Q. Pacific Air Forces	14	2.0
R. Strategic Air Command	202	28.4
S. Tactical Air Command		
T. USAF Security Service	4	.6
U. Air Force Military Personnel Center	1	.1
W. Air Force Audit Agency	1	.1
X. Air Force Office of Special Investigation	1	.1
Y. Other	28	3.9
	<u>711</u>	
5. How much total active federal military service have you completed?		
A. Less than 1 year	165	23.3
B. 1 year but less than 2	136	19.2

<u>Question</u>	<u>N</u>	<u>%</u>
5. Continued		
C. 2 years but less than 3	108	15.3
D. 3 years but less than 4	130	18.4
E. 4 years but less than 5	89	12.6
F. 5 years but less than 6	80	11.3
	<u>708</u>	
6. What is your highest level of education now?		
A. Grammar school	1	.1
C. High school	1	.1
D. High school graduate	1	.1
G. One year college, but less than 2 years	4	.6
H. Two years college, but less than 3	9	1.3
I. Three years or more of college	3	.4
J. Registered nurse diploma program	30	4.3
K. College degree	283	40.8
L. Graduate work	172	24.8
M. Master's degree	89	12.8
N. Postgraduate work	28	4.3
O. Doctorate degree	73	10.5
	<u>694</u>	
7. What is your marital status?		
A. Married	442	62.2
B. Never been married	246	34.6
C. Divorced and not remarried	18	2.5
D. Legally separated	3	.4
E. Widower/widow	2	.3
	<u>711</u>	
8. How many dependents do you have?		
A. None	289	40.5
B. One	208	29.2
C. Two	125	17.5
D. Three	64	9.0
E. Four	18	2.5
F. Five	5	.7
G. Six	3	.4
I. Eight or more	1	.1
	<u>713</u>	
9. Which of the following do you consider yourself?		
A. Black	23	3.2
B. Spanish or Mexican American	10	1.4
D. Oriental American	10	1.4
E. White	642	90.1
F. Other	28	3.9
	<u>713</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
10. What is your sex?		
A. Male	617	87.0
B. Female	92	13.0
	<u>709</u>	
11. Which of the following describes your attitude toward making the Air Force a career?		
A. Definitely yes	115	16.2
B. Probably yes	196	27.5
C. Undecided	188	26.4
D. Probably no	100	14.0
E. Definitely no	113	15.9
	<u>713</u>	
mean	2.860	
median	2.739	
mode	2.000	
standard error	.049	
standard deviation	1.296	
variance	1.679	
kurtosis	-.991	
skewness	.254	
19. Economic Standard Satisfaction		
A. Highly dissatisfied	20	2.8
B.	28	3.9
C.	69	9.7
D. Neutral	100	14.0
E.	220	30.9
F.	180	25.2
G. Highly satisfied	96	13.5
	<u>713</u>	
mean	4.958	
median	5.134	
standard deviation	1.457	
variance	2.122	
kurtosis	.134	
skewness	-.705	
21. Economic Security Satisfaction		
A. Highly dissatisfied	34	4.8
B.	47	6.6
C.	88	12.4
D. Neutral	105	14.8
E.	180	25.3
F.	168	23.6
G. Highly satisfied	89	12.5
	<u>711</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
mean	4.702	
median	4.953	
standard deviation	1.629	
variance	2.655	
kurtosis	-.475	
skewness	-.544	
26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?		
A. 0 days	310	43.7
B. 1 day	101	14.2
C. 2 days	76	10.7
D. 3 days	62	8.7
E. 4 days	41	5.8
F. 5 days	43	6.1
G. 6 days	25	3.5
H. 7 days	30	4.2
I. 8 days	11	1.6
J. 9 days	10	1.4
	<u>709</u>	
mean	2.913	
29. Even though the dollar does not go as far as it used to, I am having no real problems in making ends meet.		
A. Strongly disagree	40	5.6
B. Disagree	165	23.2
C. Undecided	49	6.9
D. Agree	358	50.4
E. Strongly agree	98	13.8
	<u>710</u>	
37. Free Time Satisfaction		
A. Highly dissatisfied	28	3.9
B.	65	9.1
C.	99	13.9
D. Neutral	116	16.3
E.	172	24.1
F.	141	19.8
G. Highly satisfied	92	12.9
	<u>713</u>	
mean	4.585	
median	4.782	
standard deviation	1.647	
variance	2.712	
kurtosis	-.732	
skewness	-.353	



<u>Question</u>	<u>N</u>	<u>%</u>
61. Work Satisfaction		
A. Highly dissatisfied	77	10.8
B.	90	12.6
C.	92	12.9
D. Neutral	88	12.4
E.	140	19.7
F.	147	20.6
G. Highly satisfied	78	11.0
	<u>712</u>	
mean	4.232	
median	4.564	
standard deviation	1.889	
variance	3.568	
kurtosis	-1.129	
skewness	-.259	
62. How do you evaluate your present Air Force job?		
I want a challenging job, and my present job is:		
A. Boring	70	9.9
B. Not challenging	99	13.9
C. Somewhat challenging	192	27.1
D. Challenging	183	25.8
E. Very challenging	163	22.9
I do not want a challenging job and my present job is:		
F. Boring	1	.1
G. Not challenging	1	.1
H. Somewhat challenging	1	.1
J. Very challenging	1	.1
	<u>711</u>	
63. Do you think your job is preparing you to assume future positions of greater responsibility?		
A. Definitely no	86	12.1
B. Probably no	104	14.6
C. Undecided	69	9.7
D. Probably yes	240	33.8
E. Definitely yes	211	29.7
	<u>710</u>	
mean	3.544	
median	3.900	
standard deviation	1.366	
variance	1.865	
kurtosis	-.906	
skewness	-.629	

<u>Question</u>	<u>N</u>	<u>%</u>
64. Do you want a job which has greater responsibility than your current job?		
A. Definitely no	12	1.7
B. Probably no	31	4.4
C. Undecided	42	5.9
D. Probably yes	187	26.3
E. Definitely yes	440	61.7
	<u>712</u>	
mean	4.421	
median	4.691	
standard deviation	.909	
variance	.826	
kurtosis	3.056	
skewness	-1.817	
69. Which <u>one</u> of the following factors do you consider the <u>most</u> essential for having a satisfying job?		
A. Challenging work	153	21.6
B. Recognition for my work	55	7.8
C. Sense of achievement	326	46.0
D. Encouragement to use initiative and creativity	87	12.3
E. Having responsibility for a job	31	4.4
F. Having a good supervisor	22	3.1
G. Other	34	4.8
	<u>708</u>	
70. The Air Force requires me to participate in too many activities that are not related to my job.		
A. Strongly disagree	56	7.9
B. Disagree	214	30.1
C. Undecided	114	16.1
D. Agree	220	31.0
E. Strongly agree	106	14.9
	<u>710</u>	
78. Leadership/Supervision satisfaction		
A. Highly dissatisfied	74	10.4
B.	65	9.2
C.	97	13.7
D. Neutral	139	19.6
E.	153	21.5
F.	128	18.0
G. Highly satisfied	54	7.6
	<u>710</u>	
mean	4.172	

<u>Question</u>	<u>N</u>	<u>%</u>
78. Continued		
median	4.356	
standard deviation	1.743	
variance	3.037	
kurtosis	-.844	
skewness	-.292	
79. What is your opinion of the quality of leadership in the Air Force?		
A. Excellent	25	3.5
B. Above average	223	31.4
C. Average	280	39.4
D. Below average	105	14.8
E. Poor	63	8.9
F. No opinion	14	2.0
	<u>710</u>	
80. What kind of influence does your immediate supervisor have on your organization?		
A. Very favorable	122	17.2
B. Favorable	282	39.7
C. Neutral	157	22.1
D. Unfavorable	85	12.0
E. Very unfavorable	43	6.1
F. Don't know	21	2.9
	<u>710</u>	
81. Are you given the freedom you need to do your job well?		
A. Never	24	3.4
B. Seldom	88	12.4
C. Sometimes	183	25.8
D. Often	239	33.8
E. Always	174	24.6
	<u>708</u>	
mean	3.637	
median	3.747	
standard deviation	1.085	
variance	1.176	
kurtosis	-.516	
skewness	-.467	
82. Does your immediate supervisor give you recognition for a job well done?		
A. Never	58	8.2
B. Seldom	109	15.3
C. Sometimes	264	37.1

<u>Question</u>	<u>N</u>	<u>%</u>
82. Continued		
D. Frequently	188	26.4
E. Always	92	12.9
mean	3.207	
median	3.214	
standard deviation	1.105	
variance	1.221	
kurtosis	-.507	
skewness	-.202	
83. What is your opinion of discipline in today's Air Force?		
A. Too strict	32	4.5
B. Somewhat strict	116	16.3
C. About right	221	31.1
D. Somewhat lenient	180	25.4
E. Too lenient	135	19.0
F. No opinion	26	3.7
	<u>710</u>	
110. Equity Satisfaction		
A. Highly dissatisfied	40	5.7
B.	60	8.5
C.	91	12.9
D. Neutral	120	17.0
E.	157	22.2
F.	164	23.2
G. Highly satisfied	74	10.5
	<u>706</u>	
mean	4.533	
median	4.768	
standard deviation	1.672	
variance	2.794	
kurtosis	-.685	
skewness	-.437	
111. Do you feel that the work you are now doing is appropriate to the grade you hold?		
A. Much too high	30	4.2
B. Somewhat too high	74	10.4
C. About right	406	57.3
D. Somewhat too low	120	16.9
E. Much too low	43	6.1
F. No opinion	36	5.1
	<u>709</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones.		
A. Yes	366	52.0
B. Undecided	237	33.7
C. No	101	14.3
	<u>704</u>	
123. Personal Growth Satisfaction		
A. Highly dissatisfied	60	8.5
B.	62	8.8
C.	86	12.1
D. Neutral	87	12.3
E.	196	27.7
F.	171	24.1
G. Highly satisfied	46	6.5
	<u>708</u>	
mean	4.404	
median	4.801	
standard deviatric	1.704	
variance	2.903	
kurtosis	-.700	
skewness	-.552	
127. How often are you given feedback from your supervisor about your job performance?		
A. Never	62	3.8
B. Seldom	173	24.4
C. Sometimes	226	32.0
D. Frequently	192	27.2
E. Very Frequently	54	7.6
	<u>707</u>	
128. How often do you and your supervisor get together to set your personal performance objectives?		
A. Never	249	35.2
B. Seldom	221	31.3
C. Sometimes	140	19.8
D. Frequently	75	10.6
E. Very frequently	22	3.1
	<u>707</u>	
131. Personal Standing Satisfaction		
A. Highly dissatisfied	25	3.5
B.	32	4.5
C.	60	8.5
D. Neutral	116	16.3
E.	200	28.2
F.	212	29.8

<u>Question</u>	<u>N</u>	<u>Z</u>
131. Continued		
G. Highly satisfied	65 <u>714</u>	9.2
mean	4.873	
median	5.110	
standard deviation	1.457	
variance	2.122	
kurtosis	.226	
skewness	-.801	
150. Health Satisfaction		
A. Highly dissatisfied	30	4.2
B.	66	9.3
C.	72	10.2
D. Neutral	84	11.8
E.	153	21.6
F.	193	27.2
G. Highly satisfied	111 <u>709</u>	15.7
mean	4.815	
median	5.170	
standard deviation	1.705	
variance	2.908	
kurtosis	-.620	
skewness	-.609	
151. Job Satisfaction Scores - derived by combining the responses to questions number 65 through 68.		
5.	3	.4
6.	8	1.1
7.	10	1.4
8.	14	2.0
9.	14	2.0
10.	16	2.2
11.	23	3.2
12.	25	3.5
13.	36	5.1
14.	39	5.5
15.	36	5.1
16.	26	3.7
17.	48	6.8
18.	49	6.9
19.	60	8.5
20.	53	7.5
21.	52	7.3
22.	52	8.7
23.	46	6.5
24.	37	5.2
25.		

	<u>Question</u>	<u>N</u>	<u>%</u>
151.	Continued		
26.		7	1.0
27.		8	1.1
28.		7	1.0
		<u>706</u>	
mean		17.880	
median		18.600	
mode		22.000	
standard error		.189	
standard deviation		5.021	
variance		25.215	
kurtosis		-.512	
skewness		-.403	

APPENDIX F

Responses to Selected Questions from the  
Quality of Air Force Life Survey  
(Enlisted)



The following is a summary of selected responses for the category of enlisted personnel. The number of individuals responding as well as the percentages are given.

<u>Question</u>	<u>N</u>	<u>%</u>
3. What is your present active duty grade?		
H. Chief Master Sergeant	4	.1
I. Senior Master Sergeant	3	.1
J. Master Sergeant	4	.1
K. Technical Sergeant	5	.2
L. Staff Sergeant	138	5.1
M. Sergeant	1116	41.3
N. Airman First Class	970	35.9
O. Airman	378	14.0
P. Airman Basic	83	3.1
	<u>2701</u>	
4. What is your command of assignment?		
A. Alaskan Air Command	39	1.4
B. U.S. Air Force Academy	9	.3
C. Aerospace Defense Command	110	4.1
D. U.S. Air Forces In Europe	250	9.3
E. Air Force Accounting and Finance Center	15	.5
F. Air Force Logistics Command	62	2.3
G. Air Force Systems Command	97	3.6
H. Air Reserve Personnel Center	3	.1
I. Air Training Command	315	11.7
J. Air University	19	.7
K. U.S. Air Forces Southern Command	11	.4
L. Headquarters Air Force Reserve	1	.0+
M. Headquarters USAF	30	1.1
N. Air Force Data Automation Agency	2	.1
O. Headquarters Command	19	.7
P. Military Airlift Command	380	14.1
Q. Pacific Air Forces	76	2.8
R. Strategic Air Command	684	25.4
S. Tactical Air Command	408	15.2
T. USAF Security Service	37	1.4
U. Air Force Military Personnel Center	34	1.3
Y. Other	90	3.3
	<u>2692</u>	
5. How much total active federal military service have you completed?		
A. Less than 1 year	497	18.4

<u>Question</u>	<u>N</u>	<u>%</u>
5. Continued		
B. 1 year but less than 2	542	20.1
C. 2 years but less than 3	595	22.1
D. 3 years but less than 4	594	22.0
E. 4 years but less than 5	268	9.9
F. 5 years but less than 6	199	7.4
	<u>2695</u>	
6. What is your highest level of education now?		
A. Grammar school	2	.1
B. Grammar school graduate	3	.1
C. High school	89	3.3
D. High school graduate	1382	51.3
E. Trade or technical school	159	5.9
F. Some college, less than 1 year	452	16.8
G. One year college, less than 2 years	309	11.5
H. Two years college, but less than 3	173	6.4
I. Three years or more of college	73	2.7
K. College degree	36	1.3
L. Graduate work	14	.5
M. Master's degree	1	.0
N. Postgraduate work	2	.1
O. Doctorate degree	1	.0
	<u>2696</u>	
7. What is your marital status?		
A. Married	1380	51.1
B. Never been married	1226	45.4
C. Divorced and not remarried	66	2.4
D. Legally separated	24	.9
E. Widower/widow	2	.1
	<u>2698</u>	
8. How many dependents do you have?		
A. None	1344	49.8
B. One	613	22.7
C. Two	509	18.9
D. Three	182	6.7
E. Four	42	1.6
F. Five	8	.3
G. Six	2	.1
	<u>2700</u>	
9. Which of the following do you consider yourself?		
A. Black	404	15.0
B. Spanish or Mexican American	102	3.8

<u>Question</u>	<u>N</u>	<u>%</u>
9. Continued		
C. American Indian	47	1.7
D. Oriental American	37	1.4
E. White	1981	73.5
F. Other	125	4.6
	<u>2696</u>	
10. What is your sex?		
A. Male	2429	90.2
B. Female	264	9.8
	<u>2693</u>	
11. Which one of the following describes your attitude toward making the Air Force a career?		
A. Definitely yes	224	8.3
B. Probably yes	540	20.0
C. Undecided	901	33.4
D. Probably no	519	19.2
E. Definitely no	515	19.1
mean	3.208	
median	3.150	
mode	3.000	
standard error	.023	
standard deviation	1.202	
variance	1.445	
kurtosis	-.871	
skewness	-.032	
19. Economic Standard Satisfaction		
A. Highly dissatisfied	260	9.6
B.	257	9.5
C.	502	18.6
D. Neutral	774	28.7
E.	486	18.0
F.	253	9.4
G. Highly satisfied	165	6.1
	<u>2697</u>	
mean	3.885	
median	3.926	
standard deviation	1.590	
variance	2.529	
kurtosis	-.510	
Skewness	-.025	
21. Economic Security Satisfaction		

<u>Question</u>		<u>N</u>	<u>%</u>
21. Continued			
A.	Highly dissatisfied	177	6.6
B.		126	4.7
C.		275	10.2
D.	Neutral	664	24.6
E.		558	20.7
F.		487	18.1
G.	Highly satisfied	409	15.2
		2696	
mean		4.631	
median		4.690	
standard deviation		1.667	
variance		2.778	
kurtosis		-.428	
skewness		-.434	
26. During the past year how many of these nine holidays were you not able to take off because you were required to be at work in a duty status?			
A.	0 days	757	28.1
B.	1 day	339	12.6
C.	2 days	311	11.6
D.	3 days	298	11.1
E.	4 days	250	9.3
F.	5 days	188	7.0
G.	6 days	144	5.4
H.	7 days	153	5.7
I.	8 days	152	5.6
J.	9 days	99	3.7
		2691	
mean		3.912	
29. Even though the dollar does not go as far as it used to, I am having no real problems in making ends meet.			
A.	Strongly disagree	499	18.5
B.	Disagree	939	34.8
C.	Undecided	331	12.3
D.	Agree	807	29.9
E.	Strongly agree	119	4.4
		2695	
37. Free Time Satisfaction			
A.	Highly dissatisfied	288	10.7
B.		215	8.0
C.		332	12.4
D.	Neutral	636	23.7

<u>Question</u>	<u>N</u>	<u>%</u>
37. Continued		
E.	511	19.0
F.	390	14.5
G. Highly satisfied	316	11.8
	<u>2688</u>	
mean	4.228	
median	4.300	
standard deviation	1.785	
variance	3.185	
kurtosis	-.798	
skewness	-.233	
61. Work Satisfaction		
A. Highly dissatisfied	435	16.2
B.	307	11.4
C.	315	11.7
D. Neutral	532	19.8
E.	454	16.9
F.	366	13.6
G. Highly satisfied	283	10.5
	<u>2692</u>	
mean	3.926	
median	4.043	
standard deviation	1.919	
variance	3.682	
kurtosis	1.108	
skewness	-.068	
62. How do you evaluate your present Air Force job?		
I want a challenging job, and my present job is:		
A. Boring	533	19.8
B. Not challenging	490	18.2
C. Somewhat challenging	784	29.1
D. Challenging	505	18.8
E. Very challenging	300	11.1
I do not want a challenging job, and my present job is:		
F. Boring	22	.8
G. Not challenging	12	.4
H. Somewhat challenging	19	.7
I. Challenging	16	.6
J. Very challenging	12	.4
	<u>2693</u>	
63. Do you think your job is preparing you to assume future positions of greater responsibility?		

<u>Question</u>	<u>N</u>	<u>%</u>
63. Continued		
A. Definitely no	641	23.9
B. Probably no	470	17.5
C. Undecided	327	12.2
D. Probably yes	853	31.8
E. Definitely yes	388	14.5
	<u>2679</u>	
mean	2.954	
median	3.199	
standard deviation	1.424	
variance	2.029	
kurtosis	1.407	
skewness	-.115	
64. Do you want a job which has greater responsibility than your current job?		
A. Definitely no	148	5.5
B. Probably no	183	6.8
C. Undecided	571	21.3
D. Probably yes	846	31.5
E. Definitely yes	935	34.8
	<u>2683</u>	
mean	3.834	
median	4.020	
standard deviation	1.142	
variance	1.303	
kurtosis	-.010	
skewness	-.837	
69. Which <u>one</u> of the following factors do you consider the <u>most</u> essential for having a satisfying job?		
A. Challenging work	407	15.1
B. Recognition for my work	411	15.3
C. Sense of achievement	1019	37.9
D. Encouragement to use initiative and creativity	291	10.8
E. Having responsibility for a job	175	6.5
F. Having a good supervisor	255	9.5
G. Other	132	4.9
	<u>2690</u>	
70. The Air Force requires me to participate in too many activities that are not related to my job.		
A. Strongly disagree	218	8.1
B. Disagree	668	24.8
C. Undecided	530	19.7

<u>Question</u>		<u>N</u>	<u>%</u>
70. Continued			
D.	Agree	773	28.7
E.	Strongly agree	501	18.6
		2690	
78. Leadership/Supervision Satisfaction.			
A.	Highly dissatisfied	337	12.5
B.		270	10.0
C.		377	14.0
D.	Neutral	749	27.8
E.		484	18.0
F.		309	11.5
G.	Highly satisfied	164	6.1
		2690	
mean		3.876	
median		3.982	
standard deviation		1.686	
variance		2.843	
kurtosis		-.731	
skewness		-.109	
79. What is your opinion of the quality of leadership in the Air Force?			
A.	Excellent	80	3.0
B.	Above average	436	16.2
C.	Average	1075	39.9
D.	Below average	563	20.9
E.	Poor	411	15.2
F.	No opinion	132	4.9
		2697	
80. What kind of influence does your immediate supervisor have on your organization?			
A.	Very favorable	357	13.3
B.	Favorable	841	31.2
C.	Neutral	731	27.1
D.	Unfavorable	322	12.0
E.	Very unfavorable	185	6.9
F.	Don't know	257	9.5
		2693	
81. Are you given the freedom you need to do your job well?			
A.	Never	190	7.1
B.	Seldom	417	15.5
C.	Sometimes	792	29.5
D.	Often	760	28.3

<u>Question</u>	<u>N</u>	<u>%</u>
81. Continued		
E. Always	527	19.6
	<u>2686</u>	
mean	3.379	
median	3.429	
standard deviation	1.168	
variance	1.363	
kurtosis	-.722	
skewness	-.296	
82. Does your immediate supervisor give you recognition for a job well done?		
A. Never	411	15.3
B. Seldom	567	21.1
C. Sometimes	905	33.7
D. Frequently	516	19.2
E. Always	284	10.6
	<u>2683</u>	
mean	2.886	
median	2.902	
standard deviation	1.195	
variance	1.427	
kurtosis	-.800	
skewness	-.053	
83. What is your opinion of discipline in today's Air Force?		
A. Too strict	397	14.8
B. Somewhat strict	647	24.1
C. About right	712	26.5
D. Somewhat lenient	426	15.8
E. Too lenient	306	11.4
F. No opinion	200	7.4
	<u>2683</u>	
110. Equity Satisfaction		
A. Highly dissatisfied	309	11.5
B.	218	8.1
C.	373	13.9
D. Neutral	663	24.6
E.	526	19.6
F.	373	13.9
G. Highly satisfied	225	8.4
	<u>2687</u>	
mean	4.079	
median	4.169	



<u>Question</u>	<u>N</u>	<u>%</u>
110. Continued		
standard deviation	1.731	
variance	2.998	
kurtosis	-.755	
skewness	.199	
111. Do you feel that the work you are now doing is appropriate to the grade you hold?		
A. Much too high	92	3.4
B. Somewhat too high	153	5.7
C. About right	1311	48.8
D. Somewhat too low	585	21.8
E. Much too low	243	9.1
F. No opinion	300	11.2
	<u>2684</u>	
121. There are more favorable features about the Air Force as a place to live and work than unfavorable ones.		
A. Yes	915	34.4
B. Undecided	1285	48.4
C. No	456	17.2
	<u>2656</u>	
123. Personal Growth Satisfaction		
A. Highly dissatisfied	255	9.5
B.	206	7.7
C.	373	13.9
D. Neutral	654	24.4
E.	636	23.7
F.	370	13.8
G. Highly satisfied	185	6.9
	<u>2679</u>	
mean	4.142	
median	4.273	
standard deviation	1.642	
variance	2.696	
kurtosis	-.588	
skewness	-.287	
127. How often are you given feedback from your supervisor about your job performance?		
A. Never	449	16.8
B. Seldom	862	32.2
C. Sometimes	846	31.6
D. Frequently	407	15.2
E. Very frequently	112	4.2
	<u>2676</u>	

<u>Question</u>	<u>N</u>	<u>%</u>
128. How often do you and your supervisor get together to set your personal performance objectives?		
A. Never	1013	37.9
B. Seldom	684	25.6
C. Sometimes	621	23.2
D. Frequently	300	11.2
E. Very frequently	54	2.0
	<u>2672</u>	
131. Personal Standing Satisfaction		
A. Highly satisfied	307	11.4
B.	248	9.3
C.	370	13.8
D. Neutral	501	22.4
E.	582	21.7
F.	389	14.5
G. Highly satisfied	184	6.9
	<u>2681</u>	
mean	4.047	
median	4.191	
standard deviation	1.718	
variance	2.953	
kurtosis	-.800	
skewness	-.227	
150. Health Satisfaction		
A. Highly satisfied	215	8.1
B.	190	7.1
C.	273	10.2
D. Neutral	417	15.6
E.	519	19.4
F.	583	21.8
G. Highly satisfied	427	17.7
	<u>2669</u>	
mean	4.676	
median	4.961	
standard deviation	1.821	
variance	3.317	
kurtosis	-.723	
skewness	-.523	

<u>Question</u>	<u>N</u>	<u>%</u>
151. Job Satisfaction Scores - derived by combining the responses to questions 65 through 68.		
4.	36	1.3
5.	30	1.1
6.	45	1.7
7.	44	1.6
8.	63	2.4
9.	65	2.4
10.	77	2.9
11.	115	4.3
12.	116	4.3
13.	121	4.5
14.	176	6.6
15.	154	5.8
16.	166	6.2
17.	198	7.4
18.	198	7.4
19.	208	7.8
20.	213	8.0
21.	177	6.6
22.	163	6.1
23.	107	4.0
24.	92	3.4
25.	50	1.9
26.	31	1.2
27.	11	.4
28.	15	.6
mean	16.577	
median	17.144	
mode	20.000	
standard error	.100	
standard deviation	5.156	
variance	26.588	
kurtosis	-.429	
skewness	-.356	

APPENDIX G

Canonical Analysis Results

Table XXVII.  
Canonical Analysis Results  
(Total Population)

	<u>Eigenvalue</u>	<u>Canonical Correlation</u>	<u><math>\chi^2</math></u>	<u>D.F.</u>	<u>Significance</u>
No. 1	.647	.804	4303.7	32	.000
No. 2	.112	.334	440.2	15	.000
<u>Question Number</u>	<u>Canonical Variates</u>		<u>Canonical Loadings</u>		<u>Type Set</u>
11	.121	1.087	.504	.863	Dependent
151	.945	-.551	.994	-.110	Dependent
19	-.025	.124	.314	.331	Independent
21	.013	.047	.302	.212	Independent
37	.067	-.097	.309	.111	Independent
62	.595	-.437	.908	.224	Independent
63	.283	-.109	.795	-.061	Independent
64	.019	.467	-.041	.587	Independent
78	.054	.069	.506	.244	Independent
79	.054	.450	.424	.507	Independent
80	.024	-.034	.354	.088	Independent
81	.087	-.149	.459	.042	Independent
82	.007	-.049	.391	.059	Independent
83	-.036	-.294	-.141	-.370	Independent
110	.019	.124	.399	.312	Independent
123	.126	.327	.585	.368	Independent
131	.068	.220	.522	.387	Independent
150	-.018	-.177	.246	.031	Independent

Table XXVIII.  
Canonical Analysis Results  
(Officers)

	<u>Eigenvalue</u>	<u>Canonical Correlation</u>	<u><math>\chi^2</math></u>	<u>D.F.</u>	<u>Significance</u>
No. 1	.648	.805	1397.3	32	.000
No. 2	.143	.378	179.3	15	.000

<u>Question Number</u>	<u>Canonical Variates</u>		<u>Canonical Loadings</u>		<u>Type Set</u>
11	.106	1.112	.529	.849	Dependent
151	.948	-.591	.995	-.095	Dependent
19	-.035	.288	.153	.302	Independent
21	-.010	-.246	.273	-.103	Independent
37	.034	-.104	.182	.134	Independent
62	.613	-.504	.903	-.249	Independent
63	.189	-.014	.746	-.016	Independent
64	.100	.368	.090	.471	Independent
78	.074	-.068	.556	.134	Independent
79	.043	.502	.467	.450	Independent
80	.015	-.006	.327	.060	Independent
81	.064	-.038	.448	.062	Independent
32	.049	.007	.375	.092	Independent
83	.004	-.391	-.007	-.450	Independent
110	-.002	.016	.351	.111	Independent
123	.221	.473	.715	.327	Independent
131	.057	-.014	.496	.149	Independent
150	.003	-.242	.186	-.200	Independent

Table XXIX.  
Canonical Analysis Results  
(Rated Officers)

	<u>Eigenvalues</u>	<u>Canonical Correlation</u>	<u><math>\chi^2</math></u>	<u>D.F.</u>	<u>Significance</u>
No. 1	.666	.816	567.0	32	.0000
No. 2	.095	.308	47.2	15	.0000

<u>Question Number</u>	<u>Canonical Variates</u>		<u>Canonical Loadings</u>		<u>Type Set</u>
11	.053	1.162	.549	.836	Dependent
151	.972	-.639	.999	-.046	Dependent
19	-.064	.230	.124	.071	Independent
21	.014	-.244	.266	-.168	Independent
37	.070	.008	.297	.027	Independent
62	.546	-.283	.879	-.181	Independent
63	.298	.181	.773	.046	Independent
64	.094	.475	.135	.554	Independent
78	-.51	.004	.517	.053	Independent
79	-.018	.287	.408	.186	Independent
80	.034	.105	.288	.125	Independent
81	.037	-.006	.443	.079	Independent
82	.103	.022	.435	.057	Independent
83	-.032	-.549	-.046	-.629	Independent
110	-.007	-.195	.433	-.136	Independent
123	.184	.362	.666	.129	Independent
131	.090	-.418	.567	-.234	Independent
150	-.011	-.156	.145	-.232	Independent

Table XXX.  
Canonical Analysis Results  
(Non-Rated Officers)

	<u>Eigenvalue</u>	<u>Canonical Correlation</u>	<u><math>\chi^2</math></u>	<u>D.F.</u>	<u>Significance</u>
No. 1	.645	.803	860.0	32	.0000
No. 2	.203	.450	154.4	15	.0000

<u>Question Number</u>	<u>Canonical Variates</u>		<u>Canonical Loadings</u>		<u>Type Set</u>
11	.154	1.081	.527	.849	Dependent
151	.928	-.575	.990	-.141	Dependent
19	-.039	.270	.157	.356	Independent
21	-.009	-.195	.299	-.079	Independent
37	.030	-.150	.147	.046	Independent
62	.613	-.563	.837	-.287	Independent
63	.125	-.074	.728	-.072	Independent
64	.091	.265	.057	.399	Independent
78	.089	-.063	.576	.134	Independent
79	.087	.529	.508	.499	Independent
80	-.004	-.076	.338	.020	Independent
81	.083	-.061	.465	.035	Independent
82	.010	-.010	.341	.080	Independent
83	.006	-.297	-.014	-.353	Independent
110	.012	.069	.318	.184	Independent
123	.260	.509	.758	.352	Independent
131	.041	.110	.470	.259	Independent
150	.008	-.258	.219	-.180	Independent



Table XXXI.  
Canonical Analysis Results  
(Enlisted)

	<u>Eigenvalue</u>	<u>Canonical Correlation</u>	<u><math>\chi^2</math></u>	<u>D.F.</u>	<u>Significance</u>
No. 1	.639	.799	2862.9	32	.0000
No. 2	.104	.322	278.2	15	.0000

<u>Question Number</u>	<u>Canonical Variates</u>		<u>Canonical Correlation</u>		<u>Type Set</u>
11	.106	1.068	.453	.893	Dependent
151	.957	-.486	.995	-.094	Dependent
19	-.0004	-.036	.296	.269	Independent
21	.009	.248	.323	.411	Independent
37	.081	-.077	.351	.167	Independent
62	.586	-.352	.898	-.230	Independent
63	.324	-.127	.795	-.086	Independent
64	.004	.430	-.178	.523	Independent
78	.042	.101	.469	.300	Independent
79	.062	.392	.364	.497	Independent
80	.027	-.034	.333	.081	Independent
81	.099	-.162	.449	.044	Independent
82	-.012	-.073	.370	.028	Independent
83	-.052	-.259	-.155	-.323	Independent
110	.031	.194	.394	.409	Independent
123	.079	.245	.579	.391	Independent
131	.082	.316	.491	.470	Independent
150	-.028	-.099	.268	.168	Independent

### Vita

Roger M. Vrooman was born [REDACTED] [REDACTED] [REDACTED]

PII Redacted

[REDACTED] He attended grade school and high school in Tulsa, Oklahoma. In 1961 he entered the United States Air Force Academy where he majored in trying to graduate. Succeeding at that, he went to Mather Air Force Base, California, for navigator training and then to South East Asia for a tour on C-130's. Following that, he flew C-141's out of Robins Air Force Base, Georgia. After a one year sabbatical as a civilian, he was assigned to McGuire Air Force Base, New Jersey, as a C-141 navigator and staff airlift operations officer. In May of 1975, Captain Vrooman entered the Air Force Institute of Technology as a graduate student in Operations Research.

He is married to the former Judy Lark of Shelby, North Carolina. They have two sons, Tim and Jeff.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Determines the variables associated with job satisfaction and career intent of Air Force Personnel with less than six years of service. Data source is Quality of Air Force Life survey collected in June 1975. Factors most highly associated with job satisfaction and career intent were found to be: job challenge, preparation to assume future positions of greater responsibility, personal growth satisfaction, and personal standing satisfaction. Factors are essentially the same for officers and enlisted.		

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